

# **The Financing and Distribution of a Nutritious Drink Powder to Malnourished Countries**

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<p>The commissioning company BNR Global is an international food trading and exporting company located in North Carolina, USA. The new soy-based, highly nutritious drink powder product is proposed in the company project. The objective of the thesis is to identify non-governmental organizations (NGOs) and charity organizations who could distribute a new product to help malnourished children. In order to achieve this objective, the research question was to define the business model, analyze the possible distribution of the new product, and recommend financial plan for the project. Furthermore, the market demand was estimated for Guatemala, Haiti, and Honduras.</p> <p>The theoretical review considered the business model, distribution channels, industry analysis, value proposition, and target markets.</p> <p>The empirical analysis involved collecting and analyzing primary and secondary data. The survey of NGOs was included. The secondary data was collected from the correspondence with the U.S. Department of Agriculture (USDA) officers, U.S. Embassies' officers and attachés.</p> <p>The thesis was conducted from summer 2012 to fall 2012 and completed according to the company's schedule.</p> <p>The main results of this thesis included the design of a distribution channel from manufacturer to NGOs, and project funding. Furthermore, target market analysis, competitor profiles and value proposition were clarified.</p> <p>The thesis was done independently with the list of the contents included. The procedures of good practice and scientific approach were applied in the thesis.</p>	
<b>Keywords</b> Business project, market research, needy countries, BNR Global, food product, nutritious product, soy-based highly nutritious drink powder, NGOs, children, the poor, starvation, malnutrition, famine, a food-aid item, JuicySoy.	

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# 1 Introduction

To provide a life free from malnutrition, the commissioning company BNR Global pursues the “Delicious Nutritious Drink Mix for children” project. This involves feeding children in malnutrition with soya-based drink powder.

Malnutrition is more than hunger, as malnourished children are often painfully hungry. Causes of malnutrition include disease, poverty and food shortages. Every hour of every day, 300 children die because of malnutrition. Tonight, one in seven kids in the world will go to bed hungry. (Save the Children 2012.) Almost one billion people, more than one seventh of the world, suffer from chronic hunger, while more than 3.5 million children die each year from undernutrition (Feed the Future 2012).

This thesis is commissioned by BNR Global. It will provide the foundation for the “Delicious Nutritious Drink Mix for children” project to develop. Soya based products supplied as food-aid items can help fight malnutrition and save children. The company is looking to commercialize the product but also distribute it as a food aid item.

## 1.1 Objectives

The primary objective is to define the business model for the target market. BNR Global needs to know the market of soy-based product, what countries are suffering acute malnutrition and who is aiding them. The thesis looks closely into the countries, which are demanding soy-based, highly nutritious drinking products.

The second objective is to anticipate the market competition through an industry analysis and to understand how competitors are performing in the countries where BNR Global has potential. Furthermore, the company needs to evaluate its core competence, and value proposition.

The third objective is to analyze the suitability of the soya product.

The fourth objective is to understand the distribution and identify the distributors.

The last objective is to research the financial grants system and project financing. In particular, this will support the organization of United States (U.S.) governmental grant programs for contract manufacturing and distributors.

## 1.2 Research questions

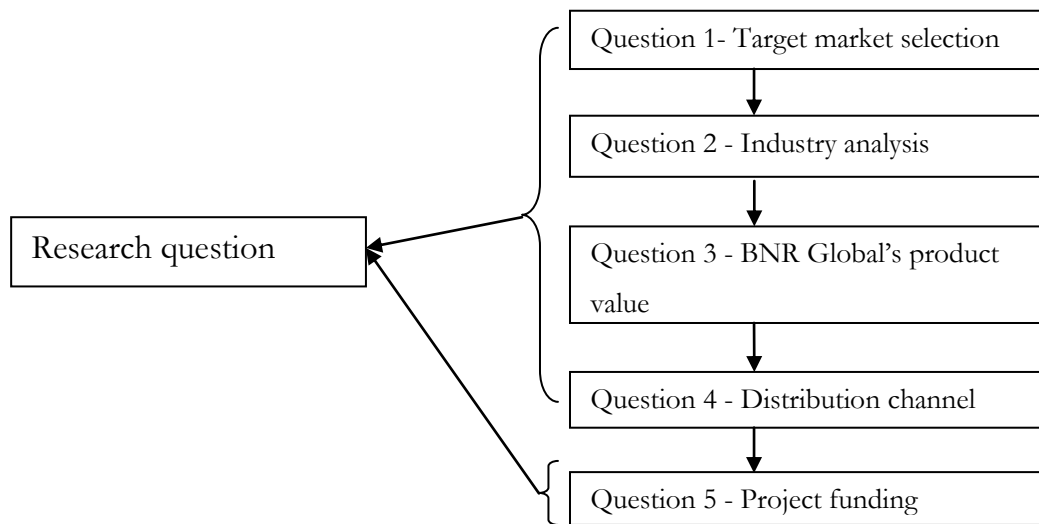


Figure 1. Research question and supporting investigative questions.

The research question is “How to Finance and Distribute a Nutritious Drink Powder to Malnourished Countries?”. The investigative questions come in handy to support the main research question. They are placed in order of priority.

1. What is the greatest demand for nutritious drink products?
2. Which companies are currently supplying nutritious drink products?
3. Are BNR Global’s products suitable for the market?
4. Which NGOs are engaged in the market? Are the NGOs involved with distribution?
5. Which financial grants and funding sources are available?

The rational for this research is the availability of market competition and nutritious drink products.

## 1.3 Scope of the study

The study focuses on providing answers to the research questions. Distinct strategies such as competitive and growth strategies are excluded because strategy development

belongs to the company ongoing planning and decision. Besides, since the company product has been only introduced to the media, the economic model and external processes are not covered.

#### **1.4 Structure of the report**

The study aims to answer the research question supported by all above-mentioned investigative questions in a logical order for a clear structure. Ghauri and Grønhaug (2010, 17) advised that theory should precede observations. Theoretical review and research methodology are presented first and they will then be followed by findings, observations and recommendations. The theoretical framework chapter focuses on presenting the relevant theory about business model, industry analysis, firm's analysis, and distribution channel.

The second chapter gives general information about the case company's new product and business project. The third chapter contains the theoretical review of the study. The fourth chapter presents the empirical study comprising the research methodology for data collection and analysis and the findings. The last chapter is to draw the results, discuss the research reliability and validity, and give ethical point of view and reflective opinions.

#### **1.5 Concepts**

Since the thesis incorporated a lot of concepts and used the concepts, it is necessary to interpret the meaning of the concepts which are only of the food industry. The concepts are needed for the discussion about feeding children with food items. The health and nutrition concepts are presented and followed by the product concept, and business concepts which are divided into categories.

**A business model** is a conceptual tool that contains a set of elements and their relationships and allows expressing the business logic of a specific firm (Osterwalder, Pigneur & Tucci 2005, 7).

### 1.5.1 Health and nutrition

**Malnutrition** is the condition that develops when the body does not get the right amount of the vitamins, minerals, and other nutrients it needs to maintain healthy tissues and organ function. Malnutrition occurs in people who are either undernourished or overnourished. (Medical Dictionary 2012.) Thus, there is basically a slight difference between malnutrition and undernourishment.

Malnutrition is measured through the relationship of weight and/or size with age of the child. While **chronic malnutrition** is an irreversible condition, **acute malnutrition** points to a present condition that can be reversed with adequate nourishment. (Unicef 2005.) Malnutrition can be recognized by body measurements, certain clinical signs (as below), clinical signs and demographic statistic. Body measurements are required for objective assessment of nutritional status and comparison with regular surveillance data. (DART 2012, III-26.) Effects/ Indicators of malnourishment in children are remarked:

- Signs of marasmus, kwashiorkor,
- Increased illness among children, (DART 2012, II-32.)
- Mortality and morbidity rates,
- Children are stunted, thus their body and brain has failed to develop properly because of malnutrition,
- Nutritional and nutrient deficiencies. (Medical Dictionary 2012.)

**Malnourished children** are the children who suffer from the effects of malnutrition (described above). They may be short for their age, thin, listless, and have weakened immune systems. (Medical Dictionary 2012.)

**Malnourished countries** in this report are the countries where there are a significant number of malnourished children. They are also referred as needy countries in the discussion.



**Third world countries** include most of Africa, Latin America, and Asia (Tomlinson 2003, 308). The report does not use this term as a stereotype but considers it as the other way to refer to the market.

**Poor countries** in the glance of the researcher are the countries that undergo the shortage of food supplies substantially. They have poor infrastructure conditions with which the food-aid distributors have to deal.

**Nutritional content** refers to the substances in foods that give energy and improve child health. The heavier the vegetables are, the higher the nutrient content is. That means they have more vitamins, minerals and contain enzymes. **Nutrient density** refers to the amount of nutrients for the given volume of food. Foods that are nutrient-dense contain a lot of nutrients, typically with fewer calories. (Living Food Farm 2012.)

### 1.5.2 Product

**Soy based drink powder (mix)** is a ready-to-use powder containing rich soy to provide a high amount of calories and protein for children. It is very easy to use by just adding some water.

### 1.5.3 Market

**Market potential** is the limit approached by market demand as industry marketing expenditures approach infinity for a given marketing environment (Kotler & Keller 2009, 152).

**Market demand** for a product is the total volume that would be bought by a defined customer group in a defined geographical area in a defined time period in a defined marketing environment under a defined marketing program (Kotler & Keller 2009, 151).

**A target market** is part of the qualified available market the company decides to pursue (Kotler & Keller 2009, 150).

**A market opportunity** according to Kotler and Keller (2009, 90) is an area of buyer need and interest that a company has a high probability of profitably satisfying.

**Market segment**, defined by Kotler and Keller (2009, 82), is the type of market or customers a company will serve.

#### 1.5.4 Logistics

**Logistics** is essentially a planning orientation and framework that seeks to create a single plan for the flow of products and information through a business (Christopher 2011, 2).

The mission of **logistics management** is to build the link between the marketplace and the supply base (Christopher 2011, 11).

**Global consolidation** occurs as managers seek to make the best use of their assets and to secure the lowest-cost resources (Bloomberg, LeMay & Hanna 2005, 294).

**Outsourcing** is an allocation of specific business processes to a specialist external service provider (Flatworldsolutions 2011).

#### 1.5.5 Supply chain

**Supply chain network** is a network of connected and interdependent organizations mutually and co-operatively working together to control, manage and improve the flow of materials and information from suppliers to end users (Christopher 2011, 4).

**A supply chain** is defined as a network of partners that produces raw materials, subassemblies, and finished products, then distributes them via various sales channels to customers (Hausman 2011, 3).

According to Kotler and Keller(2009, 501), **supply chain management** starts before physical distribution (the distribution of product) and means strategically procuring the rights inputs(raw materials, components and capital equipment); converting them efficiently into finished products; and dispatching them to the final destinations. Kotler

and Keller(2009, 501) asserted that, supply chain management is broader and more modern than logistics management.

**The organizational distributors** in this thesis are the non-governmental organizations (NGOs) of all types, who can assist the distribution of the product through their food-aid programs. They are grouped together and positioned as the buyer and distributor of the product. Basically, the organizational buyer is considered as the food-aid distributor. **The institutional buyer** (schools, hospitals, nursing homes, and churches) is categorized into the same group to ease the discussion.

## **2 Description of the case company**

### **2.1 Overview**

BNR Global Co. is a small sized food trading and exporting company located in North Carolina in the United States of America (USA). The company has its goal to make profit and help fight malnutrition in the world. Since 1995, BNR Global has been providing American quality food to international markets enabling the distributors to grow and prosper. Over 16 years experience in the food export business as a trading company, the company has a diverse line of products including bulk and packaged dried foods, seasonings, nuts, candies, snacks and beverages. We also have the ability to customize many of our offerings to suit local tastes. (BNR Global 2011.)

To the researcher's knowledge, the main markets BNR Global is selling to are South America, Asia and Caribbean Basin. The company receives a lot of inquiries and requests from everywhere in the world. The extensive lines of products like Maltesers (malted chocolates & cakes in various types) are supplied to Middle East and some European countries; instant mashed potatoes, pasta dinner kits (noodles), oatmeals, bread mixes, fish batters, chicken batters, muffin mixes, and biscuit mixes are exported to Caribbean countries and some Asian countries.

### **2.2 Activities**

Within 17 years since established, the company has sold lots of dried foods and food products (chips, snacks, powders, seasonings, and dressings) in big volume to many countries. Products can be consolidated on the East or West Coast of the USA for customers' pick up OR ship direct to customers' port (BNR Global 2011). Main customers are distributors, food importers and resellers in private sector. The company also has customers from governmental, military and non-governmental sectors.

BNR Global is a supporter of Stop Hunger Now. Stop Hunger Now is an international hunger relief organization that coordinates the distribution of food and other life-saving aid around the world. The organization is driven by a vision to end world hunger in our lifetime and a mission to provide food and life-saving aid to the world's

most destitute and hungry in the most sustainable, efficient and effective manner. (BNR Global 2011.) The company, particularly, has a food campaign to assist the organization with a plenty of food items and products.

### **Priority in business planning**

BNR Global is changing selling direction to focus on selling to the NGOs and charity organizations as to help the poor and expand the company's business (Rieke, P. 22.6.2012). The company expects my thesis to include research and application, so that the thesis can be helpful and interesting.

BNR Global started the business project by researching a new food product for third world distribution and consumption. The product will be used by various organizations to fight malnutrition and starvation. As to have everything in place, such as formula, manufacturing, packaging and more supports, the company is researching currently the creation, distribution and financing of a nutritious soy-based drink powder in bulk for distribution in poor countries through governmental and non-governmental organizations. Main thing we are seeking now is subsidy monies to get started so that we can sell to non-governmental agencies, relief organizations, and charity organizations (Rieke, P. 25.6.2012).

Besides the fact that there are lots of malnourished children in poor countries, the company has some information due to previous market research and correspondence with Agricultural specialists. The company estimates that the demand can be very huge. The creation of a soy-based, highly nutritious drink powder mixes for relief organizations appears to be greatly needed (Rieke, P. 26.6.2012). The need to have a clear plan for the distribution and financing was addressed in the discussion between the researcher and Rieke (P. 26.6.2012), the company commercial director. The collective results will respond to the need, and develop the business project. The company will have a clear image about the target market, the distribution channel and the financial grants to subsidize for the production and distribution. This is important for the company as the project is to convey the innovative product value to the market. The product will be created *uniquely* and *deliberately* based on the collective results.

### **2.2.1 Proposed product**

Having experience in customizing, packaging and providing drink powder assorted as instant coffees, instant teas, and powdered cold drink mixes, BNR Global is researching to make soya-based, highly nutritious drink powder mixes for third world distribution and consumption. We are looking at creating this product with name JuicySoy in two versions to supply retail outlets and institutional outlets world-wide. One is for retail and one is for alleviating malnourishment. Retail is better for some countries like Belize where malnutrition is not critical. A product of soy drink powder is being invented to respond to immediate needs of children. Furthermore, the product can be developed to meet the consumption of children by age, by gender or by special diet and conditional feeding due to malnutrition assessment.

### **2.2.2 New production line project**

Soy-based drink powder mix is considered as a new line of product. There are many soy-based drinks out there but we will have ours different as it will be just the right high protein, high fat, high calorie and fortified with minerals and vitamins that third world poor countries can feed their starving kids and build them up quickly with healthy bodies (Rieke, P. 25.6.2012).

Children in need of nutritious foods are addressed in the emergency response of Non-Governmental Organizations (NGOs), relief and charity organizations. In this business project, BNR Global's efforts are to support the food-aid organizations with a plentiful supply of soya based drinking powder product. The project is not only bringing the product to children through NGOs but actually bringing about changes to the poor countries and their children.

### 3 Literature review

The study embraces the theory about the business model as a pillar for the empirical analyses. The business model and the important components within it are investigated.

#### 3.1 Business model

The business model has been referred to as architecture, design, pattern, plan, method, assumption and statement (Morris, Schindehutte & Allen 2005, 727). It is indeed about how a business works as a system. There are various definitions about the term business model. Osterwalder, Pigneur and Tucci (2005, 5) stated that a business model is a description of the value a company offers to one or several segments of customers and of the architecture of the firm and its network of partners for creating, marketing, and delivering this value and relationship capital, to generate profitable and sustainable revenue streams. They summarized the business model components (Table 1) and proposed Nine Business Model Building Blocks.

Table 1. Business model pillars and their building blocks (Osterwalder et al. 2005, 18).

Pillar	Business Model Building Block	Description
Product	Value Proposition	Gives an overall view of a company's bundle of products and services.
Customer Interface	Target Customer	Describes the segments of customers a company wants to offer value to.
	Distribution Channel	Describes the various means of the company to get in touch with its customers.
	Relationship	Explains the kind of links a company establishes between itself and its different customer segments.
Infrastructure Management	Value Configuration	Describes the arrangement of activities and resources.
	Core Competency	Outlines the competencies necessary to execute the company's business model.
	Partner Network	Portrays the network of cooperative agreements with other companies necessary to efficiently offer and commercialize value.
Financial Aspects	Cost Structure	Sums up the monetary consequences of the means employed in the business model.
	Revenue Model	Describes the way a company makes money through a variety of revenue flows.

Morris et al. (2005, 727) used other words to define a business model. A business model is a “concise representation of how an interrelated set of decision variables in the areas of venture strategy, architecture, and economics are addressed to create sustainable competitive advantage in defined markets”. It has six fundamental components: Value proposition, customer, internal processes/competencies, external positioning, economic model, and personal/investor factors. (Morris et al. 2005, 728.)

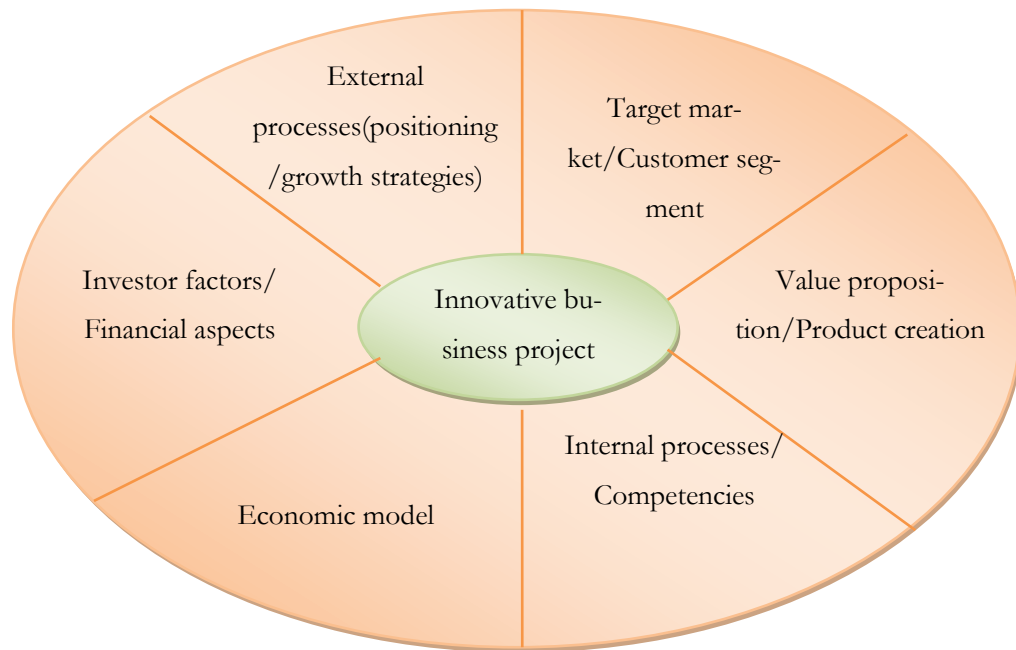


Figure 2. Fundamental components in a business model (Morris et al. 2005, 728).

The components of a business model in Table 1 (implied by Osterwalder et al.) are selected (according to Morris et al. 's definition) and incorporated (Figure 2). The progression of business model study is investigated for the stages in designing a business model for the case company.

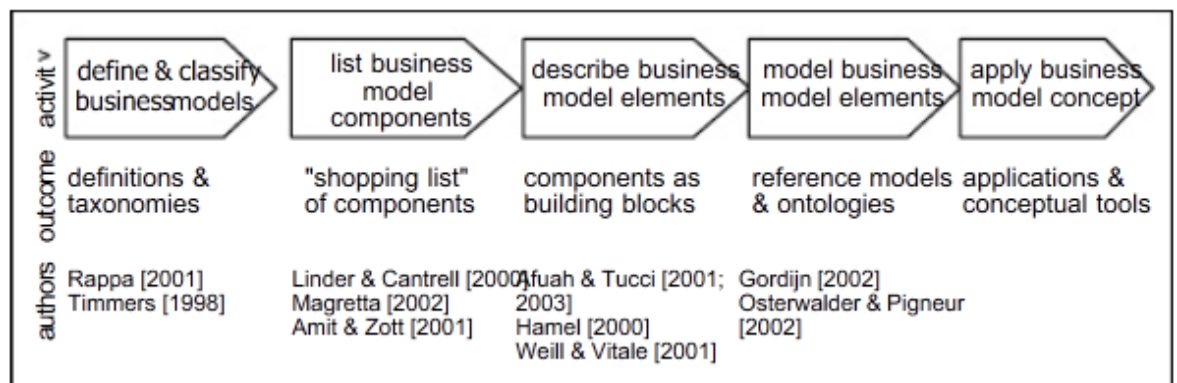


Figure 3. Evolution of Business Model Concept (Osterwalder et al. 2005, 11).

The elements of a business model have been listed in many definitions above. They will be described in details by inspecting and analyzing each of them and finding the link among them. Then, they will be incorporated to build a concrete business model as an application of the business model concept. In the context of this study, the business model (Figure 2), as incorporated as a framework, is designed to answer a series of research questions. The study focuses on building a business model (Figure 3)



for an exporting company in food industry. This is important for the company to ascertain the way it can continue for the development of the business project. The research findings and the application of the literature review about business model will be presented as to *build up a concrete business model* for the case company.

### **3.1.1 Market selection process**

Many companies have moved into exporting and international marketing in a piecemeal and unplanned manner (Albaum & Duerr 2011, 277). A proactive market selection can help the company actively identify the target market and customer segment. Albaum and Duerr (2011, 277) implied that the proactive market selection process is marketing oriented and formal. The market research is necessary for the application of the process. It investigates the market opportunity, target customer and the segment. In an international business project, the market selection process will be then followed by the selection of the export entry mode.

#### **Market opportunity and target customer**

Understanding the current situation of the market is important. Answers to questions like how we define the market, how big it is and how fast it is growing are addressed in a **market study** (Kotler & Keller 2009, 151). Besides, the market demand should be estimated. In food industry, market demand for the supply of basic food is often regular. The response to the market demand is basically the supply of food-aid items. When the supply for market demand is uncertain, the market study in terms of researching the available products, the competitors in a specific product category, and evaluating the market competition is essential. The evaluation of the company resource and competence is then needed for the company to adjust the supply capacity and the distribution of the product to the countries where the demand is high but the supply and the competition are small.

Once the firm has esteemed the essentials of the market for its new product through a market study, it must decide the target market. According to Kotler and Keller (2009, 150), the company cannot make consistent decisions about product assortment, advertising messages and pricing until the company defines and profiles its target market. Many companies are even slicing the market into fine and finer segments, and trying to

provide a more relevant set of offerings to exploit niche markets, where they can bring the best product value and gain a lot of sales.

### **Market segmentation and market niche**

When the target market is selected, the company needs to have a clear picture about the prospective buyer and the ultimate customer. In order to achieve this, many companies consider segmenting the market. They are adapting to the business environment and dealing with the customer quite well since they have a clear focus of their market segment. This allows them to become specialized and exclusive in the target market. For instance, Goodyear makes only tires and Kellogg serves primarily cereal products. Since **a market segment** consists of a group of customers who share a similar set of needs and wants, the segmentation should be customer centric (Kotler & Keller 2009, 82). The way they segment their market is ranging from product characteristics to customer characteristics. The company that is driven by product characteristics tends to have more attention to the industry and the value proposition. This is followed by the responsiveness, adaptation and/or differentiation of the company's strategy for its offerings. In the study, the case company has its offering invented and driven by customer characteristics. Customer characteristics are portrayed by the environment of the market (demographic factors, and geographic factors) and customer behaviors. Based on this, the company tends to identify the customers and group them for a market niche as for a better response to their needs. **A niche**, according to Kotler and Keller (2009, 249), is a more narrowly defined customer group seeking a distinctive mix of benefits.

### **Geographic segmentation**

Geographic segmentation calls for dividing the market into different geographical units such as nations, states, regions, counties, cities or neighborhoods (Kotler & Keller 2009, 253). The geographic segmentation depends upon the proximity of the market and the degree of accumulated experiences the exporter has in collecting data on a set of general market indicators (Albaum & Duerr 2011, 284). The case company can operate in one or a few areas but pay attention to local variations. A good example of the practice is that, local managers of Kmart and Sears, major U.S. retailers, are allowed to stock products that suit the local community. Albaum and Duerr (2011, 288) remind

that the significant trends and changes of the market should be considered in the analysis.

### Demographic segmentation

The market is divided into groups on the basis of demographic variables such as age, family size, gender, generation and so on. Demographic variables are so popular with marketers. The reason behind is that, they're often associated with consumer needs and wants. (Kotler & Keller 2009, 255.) The demographic variables are among the most popular bases for segmenting customer. They are clearly helpful for defining the target customer.

### Export entry modes

When the market research is covered for the selection of the target market, the company who wants to conduct an international business needs the export entry mode. There are various exporting approaches and each of them has its specific role as well as advantages and disadvantages. The exporting approach (Figure 4) is selected and reviewed in this study as for the later discussion of the exporting method of the case company.

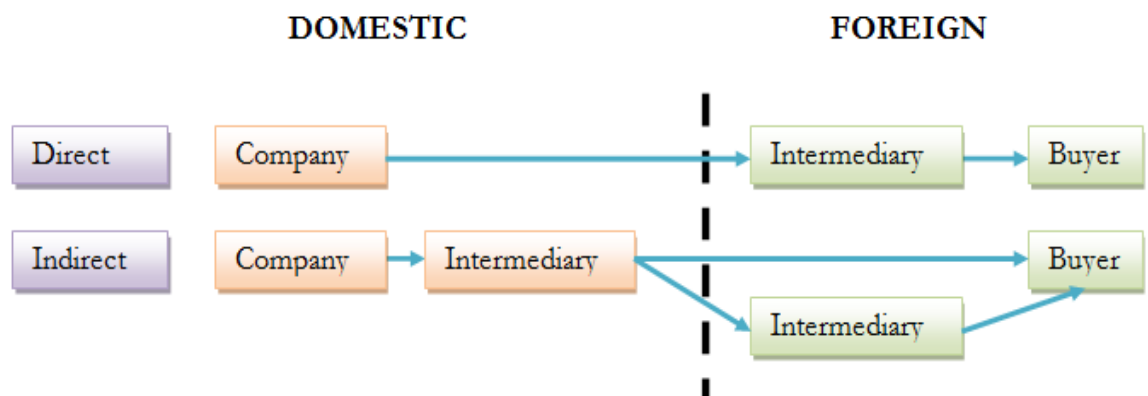


Figure 4. Illustration of the export approaches related to the company's business project.

Directing exporting is an exporting method where the company is directly communicating with the distributors or the customers. In indirect exporting the company has always intermediaries who take care of the international markets. (Czinkota & Ronkainen 2007, 288.) Indirect export occurs when the firm uses

independent organizations to facilitate the exporting (Albaum & Duerr 2011, 446). Both methods have own advantages and different disadvantages, according to Czinkota and Ronkainen (2007, 289-290), but they share the same challenge of supply chain management (SCM) (Table 2). Finding and building up the distribution of products and distribution channel are a giant challenge. A good practice of seeking and maintaining relationships with distributors is usually required.

Table 2. The advantages and disadvantages of exporting method.

Exporting approaches	Advantages	Disadvantages
Direct export	<ul style="list-style-type: none"> <li>- Good control of products.</li> <li>- The decision making process can have effect.</li> <li>- The distribution can be simplified by taking off warehousing and inventory activities if the product is made-to-order.</li> </ul>	<ul style="list-style-type: none"> <li>- It's time consuming and costly if the company has to do all exporting and logistics activities.</li> <li>- It requires market experience, good practices in SCM and follow-up activities. Follow-up with trade leads takes a lot of time.</li> <li>- Hard to quickly respond to the customer's demand.</li> </ul>
Indirect export	<ul style="list-style-type: none"> <li>- Professional assistance from the distributors, concerns about logistics activities can be relieved.</li> <li>- Benefit from distributors' knowledge, local acquaintance, marketing plan and their distribution network.</li> </ul>	<ul style="list-style-type: none"> <li>- Loose control over the product.</li> <li>- Marketing and logistics actions abroad are used to be hard practices. It is not easy for the company to integrate and participate on them.</li> <li>- It requires market experience, good practices in SCM and follow-up activities. Follow-up with</li> </ul>

		trade leads takes a lot of time. - Hard to quickly respond to the customer's demand.
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After identifying the target market and exporting methods (Figure 4), the companies still have strategic planning to do concerning for example whether to customize their product offerings with regards to local tastes (the case company) or preferences. Many companies prefer to standardize their product because of cost-saving in packaging, branding and marketing.

### 3.1.2 Industry analysis

The industry analysis is reviewed through products' profiles, competitors' profiles and Porter's 5 forces analysis to analyze the competitors who are trying to satisfy or satisfying the same customer needs as the firm is doing. The purpose is to help the case company understand the competition in the market. Five forces are identified to determine the market segment: industry competitors, potential entrants, substitutes, buyers and suppliers. Kotler and Keller (2009, 334-335) based on Porter (1985) 's analytical model to describe the five forces (Figure 5). The five forces were used as a tool to analyzing the competitors and the competition existing in the market.

1. Threat of intense market rivalry- A market is unattractive if it already contains numerous, strong or aggressive competitors.
2. Threat of new entrants- which is about the entry barriers. The most attractive is one in which entry barriers are high and exit barriers are low.
3. Threat of substitute products- A market is unattractive when there are actual or potential substitutes for the product. Substitutes place on a limit on prices and on profits.
4. Threat of buyers' growing bargaining power- A market is unattractive if buyers possess strong or growing bargaining power.
5. Threat of suppliers' growing bargaining power- A market is unattractive if the company's suppliers are able to raise prices or reduce quantity supplied.

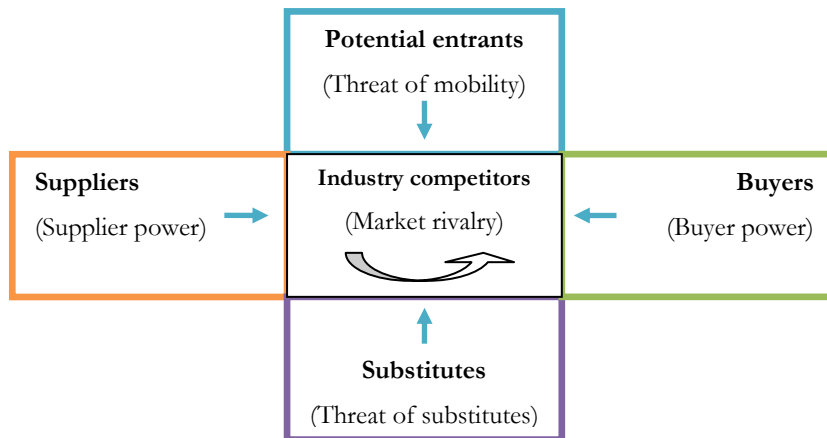


Figure 5. Porter's Five Forces Model of Competition (Kotler & Keller 2009, 335).

### 3.1.3 Value proposition

Companies address customers' needs by putting forth a value proposition defined by Kotler and Keller (2009, 53) as a set of benefits that they offer to customers to satisfy their needs. In other words, through market offerings, the company creates and proposes a value. The value creation and delivery sequence (Figure 6) can be divided into three phases: choosing the value (this is where market segmentation takes place and the formula "segmentation, targeting and positioning" presents as the essence of strategic marketing), providing the value (product features, prices and distribution), communicating the value (sale promotion and advertising). (Kotler & Keller 2009, 55.)

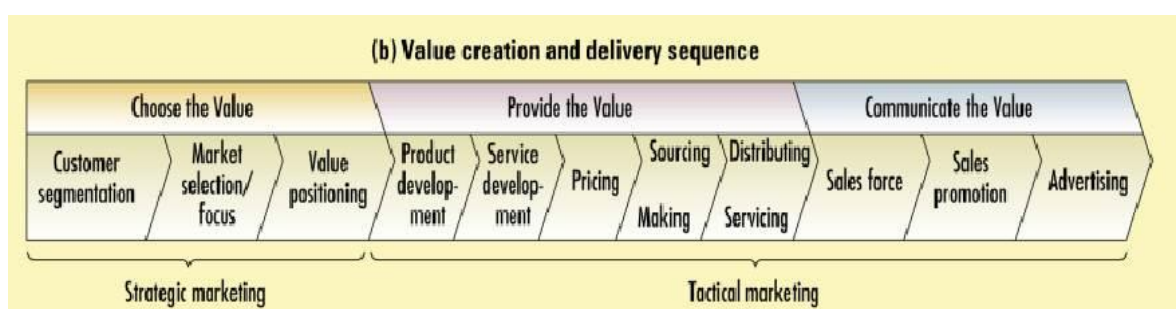


Figure 6. Value creation and delivery sequence (Kotler & Keller 2009, 36).

The value delivery process in Webster's view involves value-defining processes (market research and company self-analysis), value-developing processes (new product development, sourcing strategy, and vendor selection), and value-delivering processes (advertising and managing distribution). Value chain is a tool for identifying ways to create more customer value. (Kotler & Keller 2009, 75.) It is integrated in the



### **Product function analysis**

The method is to identify, analyze and specify systematically the job, task or function which has to be performed by the company's product. (Kaufman & Woodhead 2006). In order to analyze the product function, the researcher needs to identify customers, users or performers' of the function, and gather information by interviewing and observing them (Pulkkinen 2011). Key determinants consist of the value produced as an outcome, the success criteria, inputs and cost. The success criteria are considered in terms of value-added cost, value for money, speed, and consistency of performance.

#### **3.1.4 Supply chain management and logistics**

Once the company has identified the target market and target customer and perceived its value creation, the company by then has to think of supply chain and market-logistic decision. According to Christopher (2011, 3), supply chain management is the management of upstream and downstream relationships with suppliers and customers in order to deliver superior customer value at less cost to the supply chain as a whole. Each of the organizations in the chain are dependent upon each other in today business (Christopher 2011, 13). The supply chain perspective can help a company identify superior suppliers and distributors and help them improve productivity, which ultimately brings down the company's costs. An external integration (Figure 8) of the supply chain is expected as a result for the case company because the company positions in between the producer and the distributor (the customer of the company).

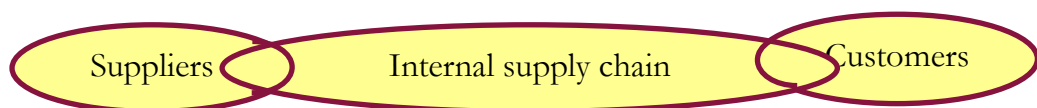


Figure 8. External integration (Christopher 2011, 14).

### **Market-driven supply chain**

“Most traditional supply chains were designed to optimize the internal operations of the supplying company. The old approaches did not come anywhere close to being ‘customer centric’. The new perspective, market-driven supply chains, sees the customer not at the end of the supply chain but at its start. In effect this is the philosophical difference between the supply chain management and what more



properly might be called ‘demand chain management.’” (Christopher 2011, 38.) This perspective is considered in analyzing for a supply chain of the case company.

“Managing demand chain is fundamentally different to managing supply chains. It requires turning the supply chain on its head, and taking the end user as the organization’s point of departure and not its final destination.” (Christopher 2011, 38.)

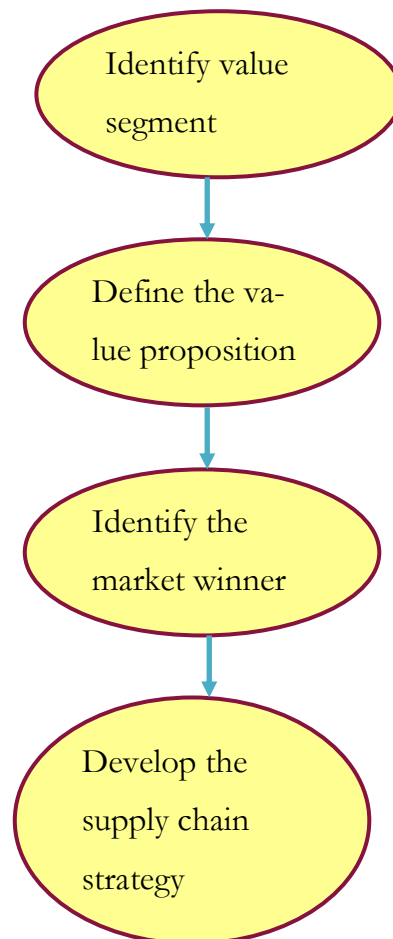
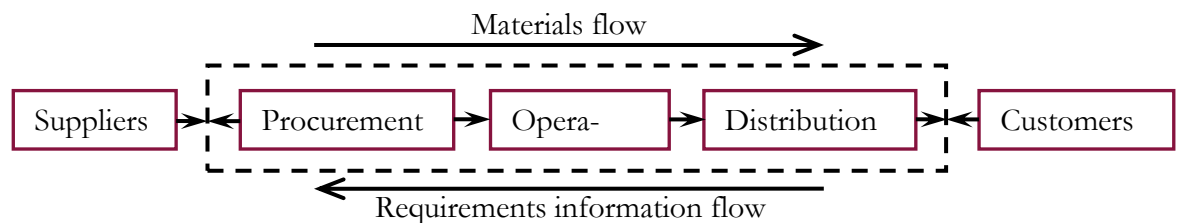


Figure 9. Linking customer value to supply chain strategy (Christopher 2011, 39).

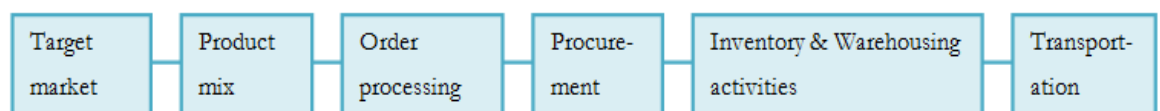
The sequence of actions (Figure 9) begins with an understanding of the value that customers seek in the market in which the company competes. This customer insight will enable the identification of the real market segmentation. (Christopher 2011, 38.) When the question of what the customer value is answered, the next sequence is to define the value proposition by translating the customer’s requirements into an offer. The third sequence is to clarify what it takes to succeed in the market. Last sequence is to answer a question how the company delivers against the proposition. (Christopher 2011, 39.)

The scope of logistic spans the organization, from the management of raw materials through to the delivery of the final product. Logistic management, from this total systems viewpoint, is the means whereby the needs of customers are satisfied through the co-ordination of the materials and information flows that extend from the marketplace, through the firm and its operations and beyond that to suppliers. To achieve this company-wide integration clearly requires a quite different orientation than that typically encountered in the conventional organization. (Christopher 2011, 11.)

Total systems concept is illustrated below (Figure 10).



In this study, market logistics (Figure 11) is reviewed with a supply chain perspective to support the finding concerning the distribution through NGOs and the company's decision. **Market logistics** includes planning the infrastructure to meet demand, then implementing and controlling the physical flows of material and final goods from points of origin to points of use, to meet customer requirements at a profit (Kotler & Keller 2009, 501). The business model will work just fine when the company has these areas in place for market-logistic decision.



The target market defined previously is the first element of the market logistics decision. Product mix is also called product assortment, an assortment of products to

be sold to customers. Order processing is about order-to-payment cycle that most companies today are trying to shorten. The longer this cycle takes the lower the customer's satisfaction and the lower the company's profits (Kotler & Keller 2009, 504). When the order are processed, the finished goods often stored in warehouse will be sold to customers. Warehousing which is used to be of companies' activities as the production and consumption cycles don't often match. The leftover products are kept as inventory to supplement the order when needed and prevent stockout but keeping them as inventory is costly. Inventory levels represent a major cost. Kotler and Keller (2009, 504) assert that inventory decision making requires knowing when and how much to order. They also advise that transportation choices will affect product pricing, on-time delivery performance, and the condition of goods arriving on customers' ports.

### **Outsourcing**

Christopher (2011, 183) noted that, one of the greatest changes in the global business today is the trend towards outsourcing. Outsourcing is a good practice, especially for trading and exporting companies who have the experience. Christopher (2011, 183) admitted that, the logic of this trend is that the organization will increasingly focus on those activities in the value chain where it has a distinctive advantage. For instance, the company can therefore concentrate on marketing and promotion. The key factors (Flatworldsolutions 2011) which have led to a growing trend of outsourcing involve:

- lack of expert-labor in some portions of the business process,
- availability of cheaper labor, whilst not comprising on the quality of output,
- ability and feasibility to concentrate on the other crucial business process.

The company should notice that like other logistic strategy, outsourcing has own advantages and disadvantages (Table 3). The advantages and disadvantages, which are studied and summarized, also apply for manufacturing outsourcing of the case company.

Table 3. Summary of advantages and disadvantages in outsourcing (Flatworldsolutions 2011).

Advantages	Disadvantages
- Swiftness and Expertise	- Risk of exposing confidential data

<ul style="list-style-type: none"> <li>- Concentrating on core process rather than the supporting ones</li> <li>- Risk-sharing</li> <li>- Reduced Operational and Recruitment costs</li> </ul>	<ul style="list-style-type: none"> <li>- Synchronizing the deliverables</li> <li>- Hidden costs</li> <li>- Lack of customer focus</li> </ul>
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To facilitate the distribution of goods, **freight forwarders** may be summoned. Freight forwarders consolidate and assemble small shipments into full loads and disperse them. International freight forwarders also perform a number of other important tasks such as negotiate rate quotations with international carriers, charter vessels and also book space and assist in language translation when needed. (Harrison & Hoek 2005, 294-295.) They are familiar with the documentation for embarking and disembarking, local infrastructure and contracts for inland transportation.

**A letter of credit** is issued by a bank on behalf of a buyer of goods to the seller and authorizes payment to the seller (Harrison & Hoek 2005, 298). Using letter of credit in trading with institutional entities is recommendable in case they have little reputation, small budget or low priority in making payment to the company. A letter of credit is basically a contract guaranteeing that the buyer can pay the invoice.

To sum up, supply chain management and logistics now play an increasing important role in corporate strategy and competition. The increasing impact of logistic function can be explained as the rapidly increasing internationalization, the need of adjusting to national conditions in doing business, the productivity of the company's operations based on the value chain analysis. (Perret, Jaffeux, Fender & Wieser 2007, 31.) The first two aspects are generally discussed in this study. The third aspect, today also known as organizational efficiency, is mainly focused. It paves the way for the company to go through the passage from productivity of operations to competitiveness.

### 3.2 NGOs and the institutional market

As with so many concepts within development, what constitutes an NGO is open to debate. By their very nature, NGOs are very heterogeneous entities, and range from large bi-lateral funding agencies operating in many countries (such as Oxfam, Save the

Children Fund, and World Vision), to very small organisations operating at village level, whose function is to provide for the immediate needs of their members. The latter are sometimes referred to as grassroots organisations. Notwithstanding their apparent heterogeneity, some writers maintain that there are common characteristics that can be identified among NGOs, which have been summarised as organisations that are formally constituted, with a primarily non-profit-seeking objective of a group or community wider than the direct membership of the organisation and with a decision-making authority independent of government. They may achieve their aims in a variety of ways ranging from direct service provision through to the support of other NGOs. (Lang & Vanneste 2000, 6-7.) The NGOs, generally speaking, are considered as a group of relief, charity, religious based, and non-religious based organizations, institutional buyers and aid organizations. The short term is used in the report to avoid detailing and repeating all entities in the context of the study.

Getting information about the NGOs, their activities (food aid programs and campaigns) and gaining their interests are main focus of the study. The NGOs can be considered as part of the institutional market that consists of schools, hospitals, churches, nursing homes and other institutions which must provide goods and services to people in their care. Many of these organizations are characterized by low budgets and captive clienteles. The buying objective here is not profit, because the food aid item is provided as part of the total service package; nor is cost minimization the sole objective, because poor food will cause consumers to complain and hurt the organization's reputation. (Kotler & Keller 2009, 242.) The NGOs must be looking for a food supplier whose quality meets or exceeds a certain minimum standard and whose prices are low. Thus, the offerings should be interesting and tempting to them. In fact, many food vendors set up a separate division to sell to institutional buyers because of buyers' special needs and characteristics (Kotler & Keller 2009, 242). As an example given by Kotler and Keller (2009, 242), Heinz produces, packages, and prices its ketchup differently to meet the requirements of their customers from colleges and hospitals. With the ability to customize the packaging and flavors to suit local taste, the case company is able to classify the organizations by their needs and characteristics. Doing business in the institutional market, the company must have its quality offerings concern with institutional buyers' needs because the buyers' spending decisions are subject to public review, Kotler and Keller (2009, 242) advised.

### **3.3 Government grants**

Breton (1965, 175) defined that government grants in countries account for a small share of the national product of these countries. The U.S. governmental grant is not an exception. There is no other theory needed for the extra assignment given by the company to find out the applicable grants which are worth trying and applying. All information is available on USA government grant website (grants.gov). With the company's instruction, the researcher was easily getting used to research for the appropriate grants and list them onto a spreadsheet.

### **3.4 Summary**

The literature was carefully reviewed to conduct the study in a professional way. The purpose is to construct a concrete business model. The business model is built based on the analyses and the incorporation of its components. The business model is very useful for the development of the business project and the company strategies. It enables the company to go about developing the project.

### **Experience in the field**

Working as a sale and marketing assistant for BNR Global for sixteen months, I gained the knowledge of the diverse line of BNR's products includes bulk and packaged dried foods, seasonings, nuts, candies, snacks and beverages. I also gained the skills to give judgments, do the analyses in processing tasks, write business letters, and follow up with U.S. Embassy, U.S. Department of Agriculture (USDA) officers, and Agriculture specialists. The thesis writing was completed according to the workload given by Mr. Rieke, the commercial director of the company BNR Global.

Apart from the specialties of marketing and human resources management, the author has the plentiful knowledge of many courses about supply chain, distribution and project management, and financing business project. Besides the project management skills gained from the work placement at HAAGA-HELIA company, the experience in working for BNR Global company is a valuable asset. I also learn how customers' orders and requests are processed, how the business projects work out and how to keep up with the Agricultural officers and agents through correspondence. "You had a good

start by having a lot of government contacts throughout the world which you accumulated.” (Rieke, P. 11.7.2012). The government contacts including U.S. Embassies, USDA offices, and Agricultural agencies are very helpful to this study.

### A proposed business model

There is no actual standard form for a business model. Every company has its own business model depending on the business field and the industry. As a trading company, BNR Global has been doing many distinctive business projects. The experience gained through different business projects is important to the design of a business model. Adjustments were made when building a business model as the company is going after various forms of NGOs and institutional organizations (included as an adjustment to stretch the distribution) in the current project.

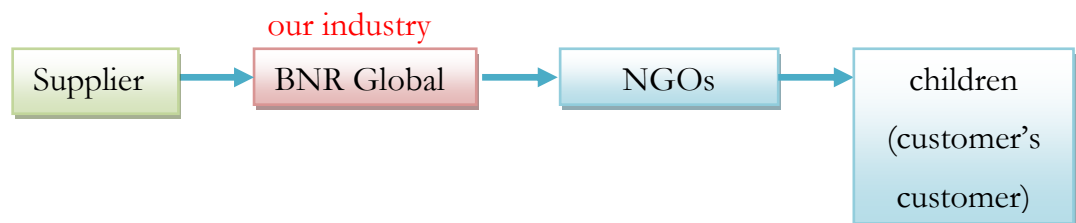


Figure 12. Key players on the market.

There are potentially competitors (other players) on the market but they are left out to make the figure (Figure 12) above a map of the company business.

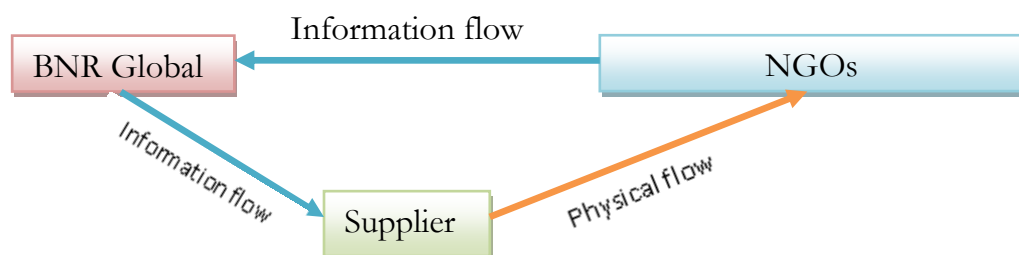


Figure 13. Simple business concept map, the trinity relationship in the business project.

Simple business concept map (Figure 13) represents the trinity parties in the business practice of the case company. The company recognizes the customers’ wants, researches about their organizational and institutional buying behaviors, understands their needs and processes their orders. That is the information flow to the company. The company then has its suppliers create the product for orders. The suppliers follow

the requests (the information that flows to them) to produce soy-drink powder mixes. The products will then have to be shipped to the buyers directly from the suppliers' bases (from USA ports).

The business concept map (Figure 13) simply implies the design of a business model. The incorporation of the components within the business model shall be discussed as a result of the study. The proposed business model should serve for the production prospect. Also, the distribution of soya based, highly nutritious drink powder to starving children in poor countries throughout the world should be covered. In a way, the business model should be more practical than conceptual. Moreover, the business model should assist the company to map out the most important cores & aspects of its business project and at the same time provide additional value.



## **4 Empirical study**

### **4.1 Assignment**

Tasks given by the company were proceeded to study the soy-based drink powder available on market and being distributed in the malnourished area. This is to identify NGOs and profile the competitors as to have them listed in spreadsheets. The profiles are useful for the Porter's Five Forces analysis. Therefore, the market competition, market demand and the company's competence can be evaluated.

Other task was proceeded to determine the possible grants for the financing of the project. There are a lot of grants and subsidy programs on food aids but only some of them are applicable for the project helping malnourished children with the new product. Nutrition security program in Haiti for instance is a good example. However, Grants for Obesity Policy Research: Evaluation and Measures are non-applicable ones. Details about the grants and the financial applications of best-fit will be explained in later section.

### **4.2 Research methodology**

As the main research problem is rather challenging and complicated, the research method used in the study is the combination of both primary and secondary data. It is a good way of collecting and analyzing data because the secondary data often supports the primary one. Sometimes in responses to the survey questions which are of primary data collection, Agricultural officers often give an attached article, facts and information for the researcher to study and review. The link and suggestion to study for example about USDA programs and USAID programs on their websites are sometimes given too. The publication on their website and written materials they refer to are good sources for the collection of the secondary data.

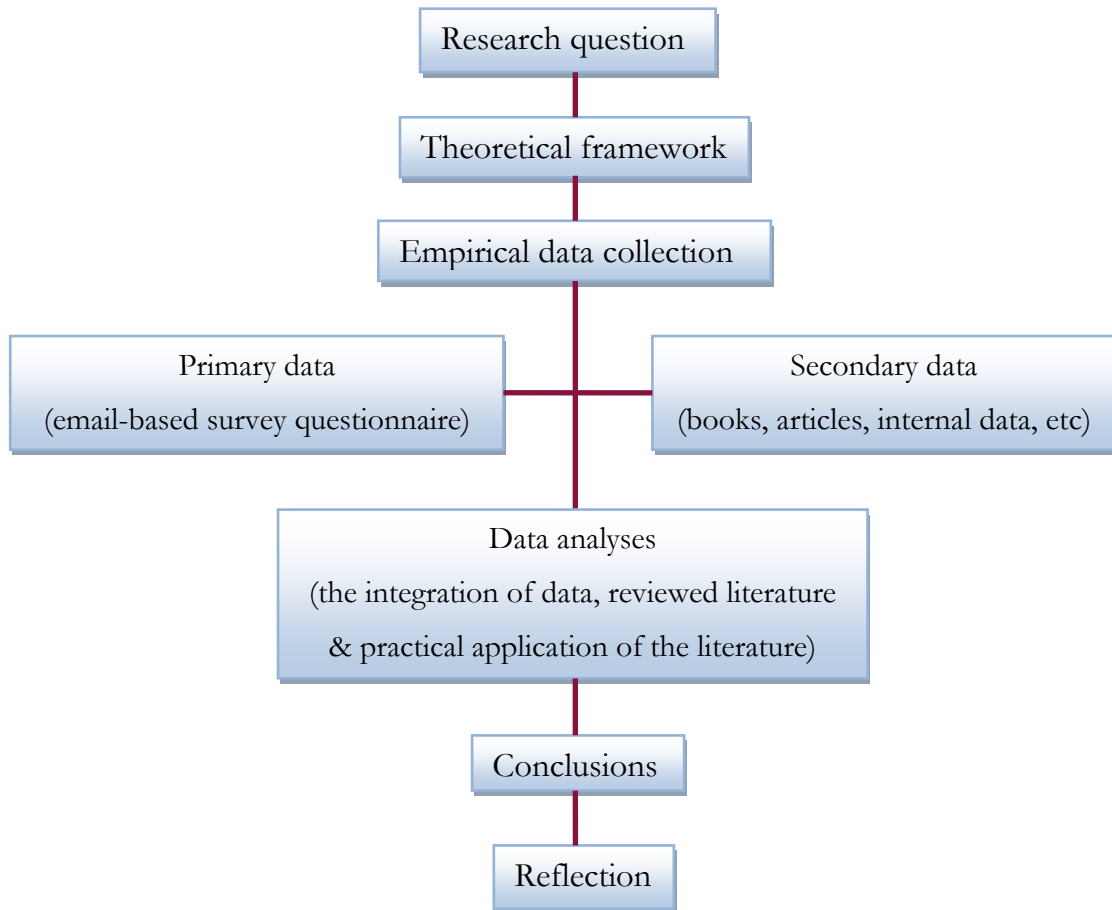


Figure 14. The correlation of primary data and secondary data.

The primary and secondary data are both associated to each other (Figure 14). Questionnaire survey and follow-up surveys were adopted. The data given by the respondents can be examined by comparing with the written sources mostly available on the internet. It can be checked based upon the research and judgment personally or within the company where the internal communication is useful.

Besides, in responses to me, the contact of the persons, who are working for a food-aid or charity program, who are covering some countries for the USA agricultural business were given. Those persons were then included in the survey for primary data. Such referrals are very good and useful. Source of primary data therefore comes in handy.

With the database accumulated through previous work, the researcher had all USDA contacts globally, Agricultural Offices' contacts and recently NGOs contacts listed and recorded. This is extremely helpful for the data collection process. In this chapter, the process of the work is illustrated. The design of the study and the data collection

methods are described. The accuracy of the chosen methods (concerning reliability and validity) will be pointed out in discussion chapter.

#### **4.2.1 Primary data**

According to Ghauri & Grønhaug (2008, 90), primary data is the original data collected by a person for his/her research problem. In this study, the primary data is collected through responses to the survey (Attachment 3) in the generic inquiry (Attachment 2).

Czinkota and Ronkainen(2007, 266) alleged that email-based survey is an approach which is rapidly growing through the internet. The need for postage and printing is eliminated. Another advantage of the method is that, customer loyalty can be enhanced by building strong connections through email follow-up surveys. Other advantages consist of faster response, easier distribution, and easier reminder for more participation (Czinkota & Ronkainen 2007, 266).

If the survey is sent as a business letter, the language of the survey has to be consistent with the business manner. More importantly, the wording and the order of the questions are counted on avoiding any kind of confusion and doubt in the respondents (Saunders, Lewis & Thornhill 2007, 394). Saunders et al. (2009, 395) emphasized that a good response is dependent on the recipient being motivated to answer the questionnaire and to send it back. Reliability and validity issues should be highly regarded if the respondents ignore some questions or provide inadequate answers. Adams et al. (2010, 132) agree on this matter expressing that the respondent will not understand the intention of the study if the questions of the survey are unclear.

In the study, the survey was designed on the following bases: nature of works/tasks, relations with Agricultural officers and several NGOs, time length, follow-up activities (Attachment 13;Attachment 14). With the focus to identify the NGOs in question and the source of financing for the project, the unstructured questions were used to be exploited. Unstructured questions are preferred as they allow freedom of expression and more in-depth answers from the respondents. (Adams et al 2010, 132.)

The collected responses were analyzed with the knowledge of the researcher from reviewing the theories, researching on the internet for reference materials and doing additional researches. All the data were brought together for the analyses based on the theory. Although personal knowledge and judgment are quite important to assess the answers and draw results from findings, they could have been a bit biased. Consequently, they could have somewhat disrupted the reliability of the research.

#### **4.2.2 Secondary data**

Saunders, Lewis and Thornhill (2009, 258) described three main types of secondary data: documentary data, survey-based data, and multiple sources. In the study, there were follow-up surveys after the questionnaire survey (primary data) was sent. The follow-up surveys can be considered as the second type as Saunders et al. (2009, 259) stated that, survey-based secondary data refers to data collected using a survey strategy. There is a link between the questionnaire survey and follow-up surveys. The goal is to quickly build up the relationship between the case company and the NGOs. In a way, the continuous and regular surveys (Attachment 1; Attachment 5; Attachment 6; Attachment 7) were exploited to kindly inform the organizations about the new product, inquire their opinions, and promote their interests. The documentary secondary data was also used, typically the written materials. According to Saunders et al. (2009, 258), written materials consist of correspondence (which can be seen as the advices from Agricultural specialists), memos and diaries (the working memos), books, articles and organizations' databases and websites.

The secondary data should be evaluated and analyzed for the findings. Saunders et al. (2009, 258) noted that secondary data must be viewed with the same caution as any primary data. It is important that the finding data is relevant, up-to-date, and reliable. Benefits from data, according to Saunders et al. (2009, 279), can be assessed in terms of the extent to which they will enable the researcher to answer the research questions and meet the objectives.

#### **4.3 Findings**

Personal experience and previous work in the field contributed to the success of this study. The recorded databases of Agricultural officers' contacts and NGOs contacts

lately are very useful. The researcher keeps a record of every correspondence and follow-up to gather a collective data. Similar answers were grouped as to analyze for a set of data, and synthesized to provide good information. The findings provided in the chapter relate to each other.

#### 4.3.1 Market selection

Malnutrition can be anywhere in the world and the demand can be very huge but we are only going after the areas where children are poorly malnourished and badly dying of starvation and malnourishment. Children suffering from malnutrition are badly stunting and dying of common diseases. They urgently have needs for health care, food and water of which are called physiological needs, purely physical level. **The demand** arises vigorously due to the significant shortage of food supply. We have promotion strategies to address malnutrition issues and raise the demand from the food-aid organizations. The food-aid organizations are considered as distributors in our strategy about **customer segment**. Customer usually implies a business transaction. In this case it would be **the NGO** doing the financial transaction. **The ultimate consumer** would be malnourished kids since they would be consuming the product. BNR Global is working with the NGOs to help their projects tackling child malnutrition with the new product as quick and immediate response to emergency malnourishment situations. Children ages 3 to 20 are focused as the market. However, adults are also invited to ingest as well if they are hungry. Although the company is looking to supply the soy-drink powder worldwide, the study is agreed (Rieke, P. 27.7.2012) to focus on a chosen area where the data about the countries within that area can be gathered and analyzed. Czinkota et al. (2009, 253) agree on this point, an important consideration is that data may be more readily available. Thus, the Caribbean Basin was chosen as the **target area** because of *the proximity to the USA, the ease of getting the research data and high rate of child malnutrition*. Furthermore, countries like Haiti, Dominican Republic and Guatemala are greatly affected by natural disasters (earthquake, hurricane, and tropical storm) every year.

From the responses to the survey, there are many advices to go after malnourished countries in the area. Major malnourished countries are Guatemala and Honduras (Tay,

K. 21.9.2012; Schneider, S. 29.9.2012). The frequency of the countries appearing in those responses is analyzed as follow.

	Dominican Republic	Jamaica	Guatemala	Haiti	Honduras	Nicaragua	Total
Times of mentioning	3 (15.79%)	1 (5.26%)	4 (21.05%)	6 (31.58%)	3 (15.79%)	2 (10.53%)	19 100%

Figure 15. Countries being addressed as malnourished.

The finding based on times of mentioning led to a further research on five particular countries where famine and malnutrition highly exist. The analysis of the answers to the surveys, especially per-country details about population, percentage of malnourished children (Attachment 18) and facts, enabled the researcher to compare Caribbean countries (Table 4) in question.

Table 4. Table comparing per-country details (World Bank 2011; Feed the Future 2012; CIA Factbook 2011).

Country	Population	GDP Growth	Poverty	undernourishment (% of population)	More details about Stunting/Malnutrition
Honduras	8 millions	2.8% (2010)	65% of the population lives below the poverty line	12%	43.2% of children under 5 in the poorest quintile suffer from stunting
Haiti	9.7 millions	-5.1% (2010)	80% (2003)	57%	Chronic malnutrition affects 24% of children under 5
Guatemala	14 millions	2.6% (2010)	51%	22%	over half of children under 5 years old suffer chronic malnutrition (USAID)
Nicaragua	5.6 millions	19% (2010)	N/A	19%	Chronic childhood malnutrition — "stunting" — fell to 20 percent in 2002
Dominican Republic	9.45 millions (2010)	4.5% (2011) GDP-PPP \$9,300 per capital	34.4% (2010)	24%	Chronic malnutrition affects 17% of children under 5

With the percentage of population undernourishment (Table 4), the number of people who are malnourished can be retrieved easily from the population.

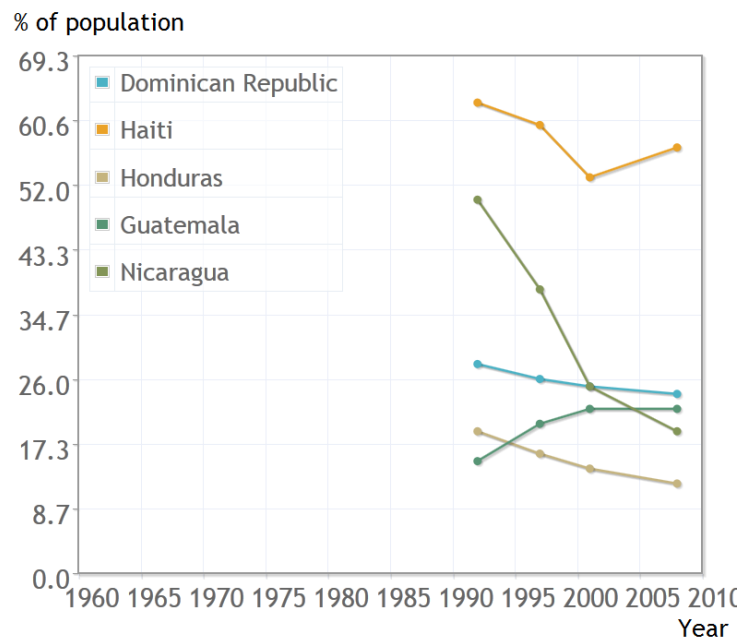


Figure 16. The prevalence of undernourishment (FAO 2010).

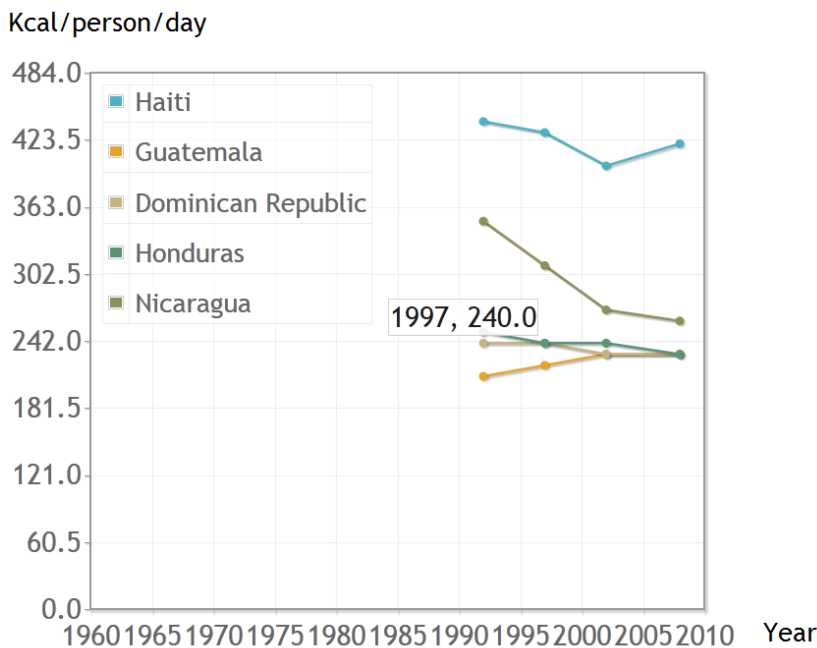


Figure 17. The depth of hunger in researched countries (FAO 2010).

The data was analyzed furthermore to graph the trends (Figure 16; Figure 17) over time for the prevalence of malnutrition and the depth of starvation. The prevalence of undernourishment refers to population below minimum level of dietary energy consumption. The first graph (Figure 16) shows the percentage of the population whose food intake is insufficient to meet dietary energy requirements. Depth of hunger (Figure 17) or the intensity of food deprivation shown in the second graph indicates how much food-deprived people fall short of minimum food needs in terms of dietary energy. The food deficit, in kilocalories per person per day, is measured by comparing the av-

erage amount of dietary energy that undernourished people get from the foods they eat with the minimum amount of dietary energy they need to maintain body weight and undertake light activity. The depth of hunger is low when it is less than 200 kilocalories per person per day, and high when it is higher than 300 kilocalories per person per day. (FAO 2010.)

Those countries and their situation described above are analyzed to identify the market opportunity and assess the target market of best-fit. Country attractiveness can be measured using market size, market condition and market growth rate (Czinkota et al. 2009, 253). Three countries like Haiti, Guatemala and Honduras remain as **the target market** to us. The selection is based on *size of market (population)* and *acute malnutrition*. Guatemala has highest rate of chronic malnutrition in children under five in all of Latin America (Save the Children 2012). Besides, *the soy-based, highly nutritious drink powder barely exists in the countries*. This is detailed in the industry analysis. *Natural disasters* robbing people's lives and properties in these countries are also involved in the selection. The company is getting started in the selected market through many phases. First phase is to testing the market by sending out some samples with a small sheet of questions to orphanages, schools in those countries, and prospective organizations. Answers to the survey will be studied for marketing and promotion strategies. Next phases involve doing more promotions on public media, building more relationship, and working with the NGOs before we can start selling the product to them.

In short, we are expecting to help millions of children (ultimate consumer) in the target market of Haiti, Guatemala and Honduras (approximately 6.5 million altogether) through the NGOs (target customer).

#### 4.3.2 Industry analysis

The best way to make the business model work is to study what competitors are doing, as to see if there is a way to *simulate* and *improve* for the best manifestation of the product against competitors before we can implement the business project: extend production for the product line, experiment with our product on the market, and bring the product into the market. There are a lot of solid products being shipped like Plumpy-Nut and rice products. The big name companies may have a foundation which allows



them to subsidize drink powders to other countries. The industry analysis comprises an industry portfolio containing product and competitor profiles (Attachment 16), and a competitive analysis of Porter's Five Forces. The findings on the industry analysis gives answers for what products are available on global market, what the competitors are doing, when they started supplying soya-based drinking powder, where they ship, how much they ship and details.

### **Profiles of current nutritious products on global market**

Product available on the market to tackle hunger and malnutrition are diversified for food and drink versions. It is commonly known as therapeutic foods and therapeutic drinks.

Therapeutic foods:

Global organizations have united to develop ready-to-use therapeutic foods (RUTF) to treat malnutrition. Therapeutic foods are foods designed for specific, usually nutritional, therapeutic purposes as a form of dietary supplement. They are mainly used for emergency feeding of malnourished children or to supplement the diets of persons with special nutritional requirements, such as the elderly. (Manary 2006, 83-89.)

World leaders in the section of therapeutic foods are:

- Plumpy'nut, the first solid RUTF to be developed, made in France since 1996 for treatment of severe acute malnutrition.
- Medika Mamba, an enriched peanut butter therapeutic food produced and distributed by Meds and Food for Kids in Haiti since 2003.
- BP-100, a nutrient-fortified wheat-and oat bar designed to provide a similar nutritional profile to the WHO's F-100.
- Home nutrition packets, which are a proven cost-effective way for mothers around the world to get essential nutrients into their children's and their own diets (Mommy Ramblings 2011).
- Sprinkles, which are an innovation in home fortification, addressing vitamin and mineral deficiencies (SGHI 2011).

Home nutrition packets in details

Small packets filled with a combination of micro and macro nutrients are simply sprinkled onto a child's meal a few times a week. The packets cost as little as 3 cents each, making them affordable and allowing families to continue to eat the local foods they eat every day rather than replacing them with new products. Moreover, home nutrition packets keep the power of securing the good health of babies in the hands of mothers. Home nutrition packets look different according to local nutrient needs and local consumer demand. There are currently over 12 companies that produce home nutrition packets, each with a unique brand for their local market. As this approach is scaled up around the world and innovation in the product continues, we expect to see more local companies producing new brands with new and improved formulations, helping to drive down cost and ensure increased supply. (Mommy Ramblings 2011.)

#### Sprinkles in details

This unique delivery system provides micronutrients to vulnerable populations by enabling families to fortify many different semi-solid foods in the home. Sprinkles are sachets (like small packets of sugar) containing a blend of micronutrients in powder form, which are easily sprinkled onto foods prepared in the home. Any homemade food can be instantly fortified by adding Sprinkles. Coating of the iron prevents changes to the taste, color or texture of the food to which Sprinkles are added. Sprinkles were developed by the Sprinkles Global Health Initiative to prevent and treat micronutrient deficiencies among young children and other vulnerable groups at risk. (SGHI 2011.)

#### Therapeutic drinks comprise:

- Ensure, a fortified milkshake drink designed primarily for the elderly.
- Fortisip, a milkshake-style drink similar to Ensure.
- Energyzip, also a milkshake-style drink like Ensure designed for elderly and AIDS/cancer patients.
- TWOCAL® HN Calorie and Protein Dense Nutrition with FOS, known as a nutritionally complete, high-calorie liquid food for stressed patients and those requiring low-volume feedings (Abbott Nutrition 2012).
- Nutrimeal Mahewu, known as Mageu or Maheu in other countries in the Southern African region

- Soycow, a small-scale tabletop system that processes soybeans and water into soymilk and a byproduct, referred to as okara, using electric power (Blumthal, Micheels, Paulson & Farrell 2010, 159).
- Pur water purifier, Procter & Gamble (P&G)’s product

#### Energyzip in details

Energyzip is a very tasty sip feeding supplement, with 1.5 cal/ml, in three different flavors, high protein and enriched with vitamin C, selenium and zinc. Lactose and gluten free Energyzip is designed for people over 10 years old. (Prodiet Nutricao 2009.)

#### Fortisip in details

Fortisip is a therapeutic food manufactured by Nutricia. It is a ready-made milkshake style drink meant for consumption by people who cannot consume enough solid food to maintain a balanced diet. (EPG Health Media 2009.)

#### Nutrimeal Mahewu in details

Nutrimeal Mahewu is a very popular traditional drink that is widely consumed in homes and workplaces across the region. It is manufactured from precooked maize and soya, blended and fortified with vitamins and minerals. It is a refreshing and invigorating food and drink that is widely used in schools, to keep children nourished and focused, and in mines and estates-where workers need a sustained source of energy. (Makonde Industries 2010.) The manufacturer is from Zimbabwe and the market is Southern Africa.

#### Soycow in details

When researching the soy beverages available on market, the concept about Soy Cow which is the source of soy milk was discovered. BNR Global shall not provide any soycow but the concept can be clearly explained as following. The first soycow was installed in India at Child Haven with the help of Prosoya in 1990. Today there are more than 1,000 soycows in over 40 countries helping to alleviate malnutrition and bring about sustainable microenterprises. Existing projects have been established in a number of regions throughout Africa, Asia, India, North America, and, more recently, Central America. (Blumthal et al. 2010, 159-160.)

The introduction of soycow systems into the developing world is not a new strategy in fighting against malnutrition. Soybeans have been placed in diverse locations including Vietnam, India, South Africa, Honduras, and Guatemala. The success of these projects is not guaranteed, and often the soybeans are not used after the initial supply of soybeans is exhausted. (Blumthall et al. 2010, 157.) Details about *limited success* of Soybean will be discussed in Porter's Five Forces analysis.

#### Pur water purifier in details

P&G distributes one of its most innovative products of Pur water purifier through a non-profit model because executives are convinced it generates more value for the company than a traditional for-profit model ever could. This benefit comes from increased brand presence in emerging markets, opportunities to open new markets and tuning in to the philanthropic sympathies of its employees and consumers. The model of donations along with steady sales at cost-recovery prices to international aid organizations meant Pur could stay viable in the market, with partners distributing the product for free. Also, goodwill was generated by providing a public health benefit. (World Bank & GAIN 2007.)

The research showed that there are a great number of highly nutritious drink products on the world market. Most of these products are distributed to people and kids in Africa, Latin America, Middle East, and Asia for affordable prices. It also revealed that the issue of water is a big challenge for organizations that fight world hunger and help children. A lack of clean water complicates the distribution of highly nutritious drink powders. This issue should be considered by the organizational distributor.

In short, there is a huge demand (the finding in previous chapter) for the product in this business project. There are many rice, noodle and peanut butter based food products which are distributed to malnourished countries but not the soy based drink powder (to be mixed with water). Also the case of P&G successful business in emerging markets is worth learning.

#### **Competitor profiles**

The products are also listed together with the suppliers in the competitor profiles. Most of the competitors listed on the spreadsheets (Attachment 16) were found on

major trade leads, commercial and business-to-business (B2B) directories (websites and directory books). Many others were referred by USDA officers and agriculture agencies' specialists. Their referrals through responses to us are however general information about the suppliers. Only suppliers name, contact person, their emails and website were given. There were a lot more researches and efforts to build up the long lists of competitors. The competitor profiles (brands, where made, and ingredients) were gradually added and carefully studied within four months. There could be a lot more suppliers, in the globe, who are small, domestic or do not have the related products. We only go after the companies that provide soy drink related products, preferably soy drink powder and soy drink beverage used as research keys. The listed competitors fall into categories:

- Manufacturer/ Producer
- Supplier/ Wholesaler to markets
- Trader/ Merchandiser
- International retailers

It is important to conclude the findings rather than counting them for those categories. They are different in size, capacity, supply ability, product specification, packaging and pricing but they all have international perspective and they do business worldwide. They have different target market, market segmentation strategy and product differentiation strategy for market niche but they are international oriented and they have been in global market or at least expanded into few international markets. Profiling competitors is time consuming but competitor profile is a good way to study about the competitors. We prefer spreadsheets to blocks of text because it is a lot easier for comparing them and later reviews.

### **Big competitors**

From the lists (Attachment 16), big competitors are recognized by the frequency of their brands, suppliers and contracting manufacturers and also by their brand names and brand images. Big competitors to us are Enfamil, Abbott, Nestle and the list goes on. Among them, Nestle is the biggest competitor to BNR Global.

**Nestle** produces highly nutritious products for distribution in both developed and developing countries. With a number of humanitarian projects launched all over the world, Nestle promotes healthy lifestyle and contributes to the research and development of products that fight world hunger. Nestle started a project many years ago for poor countries. However, Nestle has a history of unethical business practices. For example, selling infant formula to developing countries caused unnecessary suffering and even deaths of babies. The research showed that Nestle unethical business practices result in establishing groups and organizations that promote boycotting Nestle products. Social networking allows those groups to reach more people all over the world in seconds, resulting in less consumption of Nestle's product due to public distortion, negative publicity and rumor spreading. Nestle's competitors in turn gain an advantage. (Staples, L. 5.10.2012.) Likewise, BNR Global can have more access to the market, therefore gain more customers.

### **Regional competitors**

There are no significant soybean producing nations in the Caribbean (Shurtleff & Aoyagi 2009). However from data analysis, about four companies are worth listed competitors. Two of them were referred by agricultural specialists. The Soyapac and Natural Cafe are not listed on major trading directories while LASCO and New Max companies appear on many websites like alibaba, bdctradeportal sites. Apparently, they are quite small and not so international oriented.

### **LASCO Jamaica Limited (Jamaica)**

The LASCO Group of Companies has several businesses involved in manufacturing, packaging and distribution of high quality, nutritious and affordable products. The Honourable Lascelles Chin founded LASCO in 1988 in the island's capital Kingston and since that time, the LASCO name has become synonymous with nutrition, great taste and affordability in the Caribbean, the Caribbean Diaspora, Latin America, Europe and North America. (LascoJamaica 2009.) To our review, LASCO Group has rooted in many countries, e.g. manufacturing plant in Barbados. They cover Caribbean countries and a few countries including USA, UK, and Australia. They do about \$40M/year in Soy Food Drinks in several flavors, as estimated.

It has an assortment of delicious soy-based beverages with diverse flavors: Carrot, Cherry Berry, Chocolate, Creamy Malt, Pineapple Orange, Peanut Punch, Strawberry and Vanilla. The products are an excellent source of protein, calcium, iron and many other nutrients. (LascoJamaica 2009.) Their products present in Caribbean countries (Antigua, Barbados, Bahamas, Dominica, and Grenada), Central America countries (Belize, Panama) and some African countries.

**New Max Industrial Ltda** (Brazil, proximity to Caribbean Basin)

New Max Industrial Ltda. since 1999 located in Americana city, São Paulo is a company that specializes in ingredients, seasoning, spices, flavor enhancers, fastener colors, and soy milk powder. The company has its market expanded in most of Caribbean countries and South Americas. (New Max Industrial 2010.)

**Soyapac Soy Milk Powder** (Guatemala & Costa Rica)

The company established since 1970s provides high quality soy milk from Guatemala. It has a manufacturing plant in Costa Rica and a branch in Panama. The soy milk is close to cow's milk regarding taste and nutritional values. Soyapac soy milk can be used in kitchen as replacement for cow's milk. Pac Soy products are a nutritious and tasty based on soy protein, low in saturated fat and cholesterol. (Soyapac 2011.) Soyapac soy milk is chiefly being distributed to markets in Caribbean Basin and Central America.

**Natural Cafe La Soyarie** (St. Lucia)

The company makes tofu, soy milk, and tempeh, and it buys and markets Vitasoy soymilk, miso, soy oil, Mori-Nu tofu, and soy powder (Shurtleff & Aoyagi 2009). Founded in 1989, the company located in St. Lucia is still rather small with only one small outlet. It employs six people. (Shurtleff & Aoyagi 2009.) The company owner is not sure about their tiny business since they are poorly equipped for processing beans and packaging products to sell at supermarkets and shops. Their market consists of St. Lucia and Trinidad.

**Porter 5 Forces**

The application of Porter 5 Forces analysis involves the competition existing in the market of BNR Global's product.

### **Threat of new entrants**

In Caribbean Basin, there are a very few number of regional and local producers (their profiles are mentioned above) of soy drink products and other tiny companies of which we are not fully aware. Based on local acquaintance, they have an access to local distribution channels. This is an advantage for them to join the competition. However, their current products are basically soy foods and soy drink in liquid forms like soy milk. Due to product characteristics, they face many issues like preserving condition for transportation (days and months in cargo) and use (the decrement of products' quality and nutritional contents) and short shelf life. Moreover, as local based companies they have small and limited production capacity and few or no bulk version of products to massively provide to the market.

For the starters, it is not quite difficult to reverse engineer for JuicySoy just like it is easy to come close to Coca Cola. However the new product will not be exactly the same with JuicySoy and the taste will be different. The big deal is the name and promotions behind it. In fact, the local competitors would find it hard to imitate the production of JuicySoy considering their size and capital except LASCO Group. The reason is that, the production can be very costly and technical challenging to them.

Distribution through the NGOs and charity programs is a doorway for BNR Global's products. The company can easily overcome trade barriers and local competitors in the competition and gain local acquaintance through NGOs partners. With current lists of leads and networking activities, we have more advantages over competitors.

### **Threat of substitutes**

Food products to fight malnutrition are delivered for children to eat every day. They are possible substitutes. Only soy-based drink and beverage products are however taken into account due to the nature of the research (questionnaire - primary data and follow-up surveys - secondary data). Soycow is a possible substitute and somewhat competition to BNR's JuicySoy. Thus, we want to know if soycow is being used in the target market. A question about soycow was included in the inquiry which was sent to Agricultural offices and NGOs. From the answers to the question, we learned that the soycow is used a lot in Central America but with limited success in soycows business. The fact is that, soycows projects installed globally over the years often come out with



*limited success.* According to Blumthal et al (2010, 161-162), there are very few examples of soybean economics which remain successful, two of them are in a small town in both Vietnam and India. The problem is that, most suppliers *break down easily* and *do not provide* a product which is easy to distribute since soybean stays in liquid form. Powder is easier to distribute and will have long shelf life. Suppliers of soymilk, soy yoghurt and soy beverages share the same issue of weighty pack and shelf life. It is costly and it takes time in transportation because of the big cargo and difficult preserving conditions for their products.

Taste is the key factor of our product innovation and competitiveness but it is an issue for the alternatives. Most of products which can potentially be substitutes to JuicySoy are tasteless or poor in taste. Children love to have varying choices on flavors and colors. We have JuicySoy in colorful packs and currently seven flavors, many of which are fruity.

There is certainly a threat of substitute in any business but as explained above it is not a big concern to us.

### **Determinants of buyers' purchasing power**

Children in poor countries are badly starving and they have no choice but rely on the NGOs for their substantial needs of foods and drinks. The NGOs have limited purchasing power. There is a threat they might be going after the cheap offerings with modest quality. The problem is that, as a company, we have to understand their purchasing power, given that institutional organization's buying power influences most. Two crucial issues to our concern are getting them interested in JuicySoy, and keeping their level of interest. Tackling these two issues is a challenging task because we have to keep introducing JuicySoy with product differentiation strategy, but also maintain low price and loyalty programs designed to attract the NGOs. The goal is to have the NGOs solicited to the product which can be even subsidized to them on credit sales, and also to retain their interest. The NGOs to be selected for the subsidy program should be the ones who are potentially loyal to us and have the least power to negotiate or switch suppliers. Our pricing should not only be low and tempting to the NGOs but different and good enough to integrate better into many other markets where the competition is about price sensitive and/or the switching costs are low. Besides the

subsidy and loyalty programs we have extra activities to assist the NGOs in finding the money to buy our products.

In conclusion, besides the challenges, in the institutional market, the NGOs seem to rely on us for good offerings. There is no clear threat for price sensitive and switching costs unless the substitutes would be mushroom grown, scaling down the price dramatically and incredibly. However, this is impossible because local competitors as mentioned have little competence. Also, there is no clear threat the NGOs can integrate upstream because production and R&D activities are very costly.

### **Determinants of suppliers power**

We are currently working with U.S. manufacturers who are reliable and capable. We assist them in finding the source of soybean and sugar. Apart from the issue on sugar price revealed later, there is a plenty of soy and sugar in USA for the production of JuicySoy. There is only a potential issue about suppliers that can integrate downstream through the shipments they do, as JuicySoy is a made-to-order product. *However, our suppliers are under contractual agreement not to copy us.* They have no real need to do branding and selling on their own. Even they have the addresses of our leads, they lack market experience, market information, and a business model for the target market, marketing and sale activities. Apart from the inexperience in trading business and trade market, the *name and promotions behind a product are of a big deal* to them. However, constant vigilance is required to maintain quality. The issue should be counted on for better strategies and strategic planning in dealing with the suppliers. The best defenses that can apply for BNR Global are to build win-win relationship with the suppliers or use multiple supply sources. As the costs of switching suppliers are not high, the company will have the production relocate to Brazil for cheap sugar, soy and production cost.

### **Rivalry among existing firms**

There is rivalry and competition everywhere in food industry. Before sending the product to testing the market and introducing it, we have time to consider the right market where the competition is not critical. The findings on target market and competitors analysis have brought us to believe in the low rivalry level in the selected market. In this study, Guatemala, Haiti and Honduras have been reviewed as a market where there are few competitors. The competition with local suppliers analyzed above

can be tackled by cooperation with them. Since LASCO's Soy Food Drink is very similar to JuicySoy and LASCO Group is a public company which has a great operation in Jamaica, we consider LASCO as a prospective manufacturer for us once we get enough volume for them to do. This also applies to other suppliers matching our production and product specification. We are adopting similar product and taking it world-wide with marketing at different levels. The strategy behind is that, when the company understands its resource (the monies BNR Global can gather) and competence (product value, marketing and promotion), it can have a strategic planning to adopt similar product made by the competitors and have them supply for the company through co-operation, contractual agreement or subsidization.

In conclusion for this chapter, the profiles and Porter's Five Forces analysis, and the findings on target market have made us believe that market competition is low but market attractiveness is high and the competitiveness of the case company and its new product is certain.

#### **4.3.3 Value proposition**

The industry analysis has shown external factors around the case company. This chapter looks closely into the internal factors of the company. It is based on the company internal data, the secondary data, personal experience and the application of theoretical study.

#### **Characteristics of a soy-based product**

When processing the tasks given by the company, I was advised that we are after the highest protein, the highest fat and the highest carbohydrate content. The concept in this business project is to bring the highly nutritious drink powder to malnourished children through the intermediary organizations (the NGOs). The drink powder is soya based and should have highly nutritious content to fight malnutrition. The table (Table 5) below presents the common information about the nutrition of soya blended foods and drink power.

Table 5. Soya related foods provide high content of energy and protein (DART 2012, VII-18).

Commodity	Energy (Kcal)	Protein (g)	Fat (g)
<b>Blended Foods</b>			
Instant corn-soya blend	365	12.2	4.0
Corn-soya blend	380	18.0	6.0
Wheat-soya blend	370	20.0	6.0
Soya-fortified bulgur wheat	350	17.0	1.5
Soya-fortified corn meal	360	13.0	1.5
Soya-fortified rolled oats	375	21.0	6.0
Soya-fortified wheat flour	360	16.0	1.3

“Blended foods such as Wheat-Soya blend, CornSoya blend, and Soy-Fortified Bulgur are fortified/processed commodities used for targeted vulnerables in an at-risk population.” (DART 2012, VII-4-VII-19.)

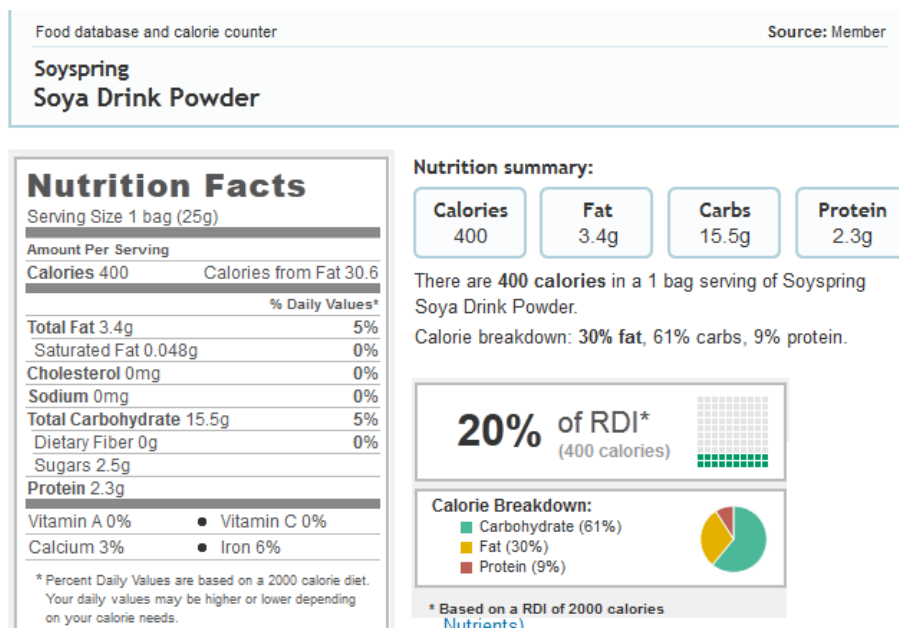


Figure 18. General facts of nutritious content in a soya drink powder (Fatsecret 2009).

Soy powder, used as a substitute for dairy milk, is useful (Figure 18) for an infant who is lactose-intolerant. Powdered soy infant formula is made for babies who cannot digest or are allergic to cow's milk and are not breastfed. There might be more nutritional value and health advantages in soy powder than in milk. (Kerr 2011.) Soya based products are also important parts of vegetarians' diets as they provide a big amount of calories and protein (Figure 18).

Soya based drink powder mix is a powder that is ready to use by adding an adequate amount of water to make a drink. The powder richly has soya in its content. The product, therefore, should be rich in calories and protein for children. (Rieke, P. 22.6.2012.)

### **Needed ingredients for the production**

Soybeans in the U.S. are planted on approximately 72 million acres (29 million hectares) each year and produce an average of 2,850 million bushels (77 million metric tons). Soybeans can be grown throughout the United States but the ideal planting locations are in the Midwest. Iowa, Illinois and Minnesota are the top producing states. (WISHH 2000.) Thus, the U.S. has plenty of soybeans for the production of the new product.

The problem is that, sugar in USA has government price-support which causes it to be over double world sugar prices. Brazil and other countries do not have that issue. (Rieke, P. 14.8.2012.) With the production taking place in the USA, currently the company has to indirectly suffer the high price on sugar because its contract manufacturers have to either buy in-land or import from abroad. As sugar is first ingredient, the production in future can be placed in a country like Brazil which has both ample sugar and soy. The ingredients are processed to make the product with our formula. All production process is covered by the contract manufacturer.

### **Product function analysis**

In order to bring the new product to the market as to fight malnutrition, the product function analysis (Attachment 8) was conducted to express the product functionality and clarify how the product functions in the market. A product centric analysis is useful to convey the product's core elements and values. The product can be defined as the complex combination of tangible and intangible elements that distinguishes it from other entities in the marketplace (Czinkota & Ronkainen 2007, 327). The case company has a special product concept which is soy-based, highly nutritious content and a great taste. The combination of sub-concepts (soy-based, highly nutritious content, and the taste) is significantly distinctive.

The ingredients discussed above are physical inputs for the production of the soy-drink powder. There are some other inputs which are not physical. The information is the

most important. It will be explained in details later in the chapter about the supply chain. The company's marketing and promotions are a big deal to improve the functionality of the product and the business project. People will be more aware of it and willing to help us bring the product to children if we raise an impressive attention and have more of their interests. Monies, in financial context, are important for subsidizing activities. This will be described in chapters about supply chain and project funding. Every product bears on it many values which are physical values (nutrient content, and flavor) of the product itself and the company value (brand and reputation). The product is an immediate response to child malnutrition. The outcome is that, the product can help alleviate child malnutrition in children as for them to have healthy bodies. Also, the distributors and their buying criteria outlined in the analysis (Attachment 8) are worth studying. To the potential buyer, a product is a complete cluster of value satisfactions (Czinkota & Ronkainen 2007, 327). The finding on their buying criteria is from the experience that the company has in working with the institutional buyers, and from the survey of NGOs.

Answers to question on how the product functions will be detailed with the specification of new product, exporting approach for the handling of new product. Each element of the product function analysis will be developed through further analyses in the study.

### **Value chain analysis**

The value chain is portrayed in the figure (Figure 19) below. This part continues to analyze the company's inner competence and observe its internal factors that can influence the business of the company.

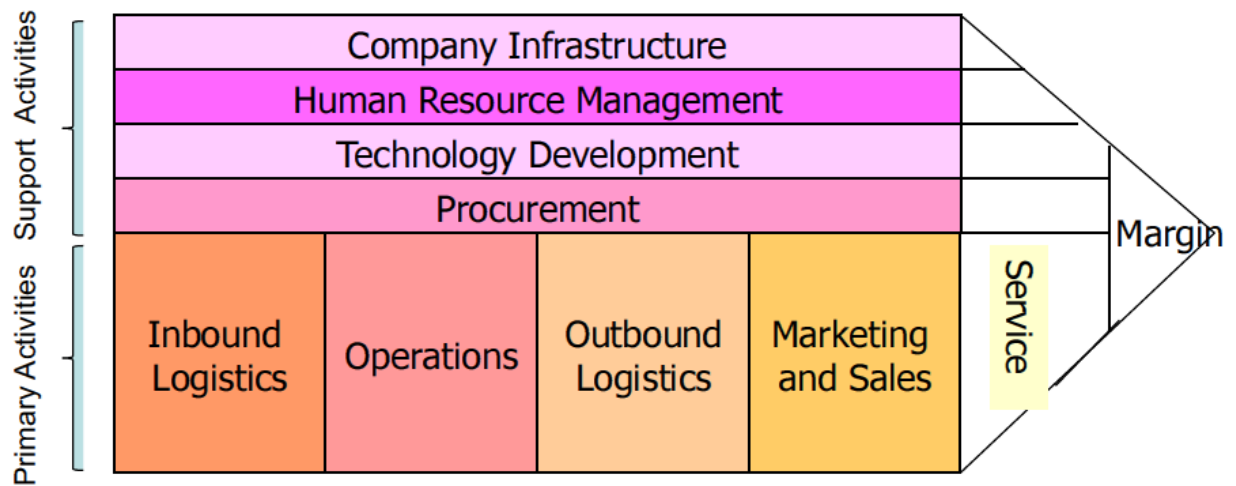


Figure 19. Porter's Value Chain (Porter 1985; Tilli 2011).

Inbound, production operations and outbound logistics are covered by the contract manufacturer. This is explained in the chapter about supply chain management. Marketing and promotion are very important in the business project. Major sales activities are covered by the distributors for the product distribution. BNR Global is only responsible for dealing with the NGOs, processing and handling their orders, as they are distributors. The shipment as part of the outbound logistics is guaranteed by the contract manufacturer. In support activities which are to support primary activities, procurement and infrastructure are also covered by the contract manufacturers. BNR Global is working with them for R&D and product development. The only matter here is that the company will have to reallocate the production later to bring it closer to malnourished countries so that transportation costs become less of an issue. Other suppliers will be selected based on their value chain outlined by the criteria (Rieke, P. 11.10.2012) below:

- Proximity to soy, sugar and dairy,
- Infrastructure (roads, ports),
- Industrial mixing facilities.

Price for each pack of product, therefore, can be reduced.

To sum up, since the project started when the product was being invented, the knowledge of *needed ingredients and characteristics of a soy-based drink powder* contributed a lot to the product creation. Then, we have *an in-depth look into the internal factors of the firm and*

*its competencies* as for the product value to be developed through the *product function* and *value chain analysis*. This is the process of turning raw materials into a value chain of the company although the production takes place at the contract manufacturer's bases. Due to the importance of R&D in this process, the case company participates the invention of the new product.

#### 4.3.4 Prospective distributors

The value creation is followed by the delivery sequence (review Figure 6). The current section in this chapter involves finding every possible buyer/distributor for our subsidized product. The non-governmental organizations including the relief organizations, orphanages and institutions were researched through the generic surveys. Overall, most of the above-mentioned organizations are involved in aid programs for poor countries and disaster relief. They are different in size, budget and buying patterns. They can be charities, religious-based, or civic-based. It is possible to identify the distributors and set up the distribution through diverse NGOs and their presence (Table 6).

Table 6. Registered NGOs and NGO Representatives by Region (The NGO Steering Group of The NGO Committee on UNICEF 2002).

Region/Country	NGOs	NGO Representatives	Countries
CEE/CIS	31	64	12
East Asia and Pacific	30	90	11
Eastern and Southern Africa	36	85	12
Middle East and North Africa	45	76	15
South Asia	46	95	5
Latin America and Caribbean	76	189	22
Western and Central Africa	50	91	16
Industrialized countries			
North America	213	597	24
Europe	172	445	
Total	699	1,732	117

Most of them will buy food from money raised from grants and donors. The only matter is that the company expects the finding can present reputable NGOs. This is



achieved by considering that the organization is older than 10 years old or it has many aid activities. Another assumption from the company is that most all NGOs are willing to take JuicySoy if free (subsidized) or a small fee. The second assumption is realistic but rather subjective and hypothetical. A study based upon the workload was therefore conducted to investigate and analyze the distribution. The data was initially collected and prepared as to have the NGOs listed on spreadsheet (Attachment 11) and included on weekly newsletter blasts. The questionnaire survey took many weeks in follow-up activities with 112 entities (NGOs of all types worldwide and a small number of governmental organizations and orphanages). Response rate is about 34%. All processes of the workload were to help the company identify who are buying and distributing soy drink powder throughout the world. The correspondences with the NGOs (Attachment 12) are kept confidential as agreed to BNR Global's terms of working. In this dissertation, only results for Caribbean countries are provided. There are some organizations showing their interest (Table 7) and willingness to work with the company. They were therefore researched to verify the survey data and reinforce the finding.

Table 7. Estimation of the organizational buyers' interest.

<b>Estimation on Interest</b>	<b>Likert scale (Question 6)</b>		<b>Interest scale (Question 7)</b>	
<b>Very interested</b>	8	21.05%	5	13.16%
<b>Uncertain</b>	11	28.95%	9	23.69%
<b>Not interested</b>	3	7.89%	2	5.26%
<b>Missing in response</b>	16	42.11%	22	57.89%
<b>Total</b>	38	100%	38	100.00%

Through the survey data and the estimation of the NGOs' interest (Table 7), there are some positive answers for likert scale (21.05%) and interest scale (13.16%). The missing answers for these two questions and the uncertainty account for the most part of the estimation. This is positively considered as an opportunity because the big deal is media marketing and promotion to bring the product concept and value into customer value. A very interest scale of 5 represents for five organizations. Five organizations were then studied as to make sure they have food-aid programs in the target countries. Through further inquiries and researches, there are three organizations that can possibly buy and distribute to children in Guatemala, Haiti and Honduras. They are amongst the organizations that are interested in JuicySoy product.

### **Plenty Organization**

Plenty organization, an NGO which was created since 1974, has the mission to help protect and share the world's abundance and knowledge for the benefit of all. Plenty supports economic self-sufficiency, cultural integrity and environmental responsibility in partnership with community groups and organizations in Central America, the U.S., the Caribbean, and Africa. Plenty has long promoted sustainable agriculture and a plant-centered diet as a way to feed more of the world's people. (Plenty 2009.) Soy foods has been provided in Guatemala since 1978. Plenty has been providing various assistances on different programs such as Agriculture Services, Food Processing, Marketing and Nutrition Awareness Services, and Soy Food Development based on soy recipes from the Caribbean (Plenty 2009).

### **Save the Children**

Founded in England in 1919, Save the Children has been working persistently to be the leading independent organization in helping children. It helps improve the nutritional status of children in eight districts in the Central and Artibonite provinces in Haiti. The organization monitors children's nutrition, provides food to pregnant and lactating women, and malnourished children; improves community health and nutrition practices and promotes improved agricultural production and marketing to bolster local economic growth. Guatemala has a significant level of chronic malnutrition and is in Save the Children target areas. For Honduras, the organization has PROGRESA, a food program to improve children health and nutrition. (Save the Children 2012.)

### **Feed The Future**

Feed the Future is the United States Government's global hunger and food security initiative. Although the organization is young, founded since 2009 under President Obama Administration, it raises an ample fund from U.S. government and other developed countries. It supports country-driven approaches to address the root causes of hunger and poverty and forge long-term solutions to chronic food insecurity and undernutrition. (Feed the Future 2009.) The organization has been delivering nutrition messages and services in Haiti. It also helps strengthen the resilience of vulnerable populations and improve nutrition in Honduras. In Guatemala, the organization assists in improving access to health and nutrition services to prevent and treat

undernutrition. (Feed the Future 2009.) Feed the Future stay focused on food aid programs for those three countries.

In summary, the finding involves the lists of NGOs contacts and responded NGOs. The finding also proposes three prospective organizations. *Three organizations* (Plenty, Save the Children and Feed the Future) represent 2 types of organizations: non-governmental, and governmental organization. All of them have specific programs to tackle malnutrition in the target countries. The company can address them as to working closely for funding the project and setting up the distribution network. There are a small number of orphanages who are interested in the company's offering of soy-drink powder. The report is limited to not go into that detail. The company however welcomes all orphanages and organizations to participate the project.

#### 4.3.5 Supply chain management and logistics

In this part, the supply chain is studied through financial, physical and information aspects. The whole analysis is carried out with the market-driven supply chains perspective, prioritizing the customer. The goal is to come closer to being 'customer-centric'. Initially, the malnutrition issue is analyzed and subjected by food-aid, organizational distributors and addressed through them. Upon the malnutrition level, the organization will order for food supply. The information (Figure 20) to us is very important. Customers' value (customers' needs and requirements) through orders should be assessed. Their requests are our command. The company will place them in order of priority and put each of them through to the manufacturer in a purchase order. This process involves translating customer requirements into an offer. This is to match customer value with our value proposition before our supplier makes and delivers the product to their ports. Through the information in a supply chain system, the company learns how to cope with the market successfully. The supply chain strategy will be therefore developed.

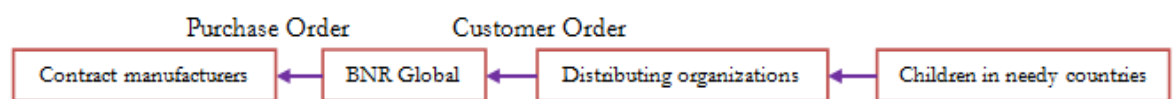


Figure 20. Information flow - BNR integrates upstream.

To be able to provide soy-drink powder for the processed order, the company needs financial activities. The financial aspect of BNR Global's business was studied and analyzed. It involves the monies going directly to the company or indirectly to common funds under a cooperative agreement. The funds entrusted to our company will be used for subsidizing, facilitating and maintaining the production and distribution. They will be subject to review if needed. However, the payment process is agreed (Rieke, P. 12.9.2012) to not disclose in the study. The flowchart below (Figure 21) shows how money turns out to be goods for distributing from USA ports.

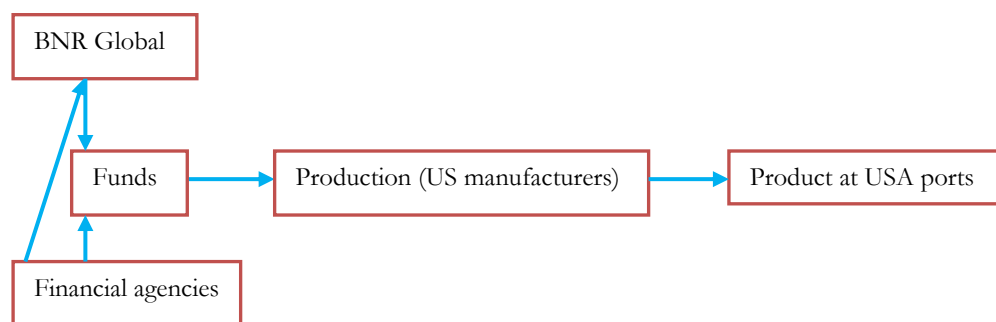


Figure 21. Financial flow chart - BNR's funding & spending.

The product holds a financial value as it is the company's asset. The physical distribution is the movement of the firm's finished product to its customers (Czinkota & Ronkainen 2007, 524). The NGOs participate the supply chain with the role of a distributor and children are the ultimate consumers. The movement of products is displayed in the physical flowchart below (Figure 22), expressing how the product flows out and will be distributed.

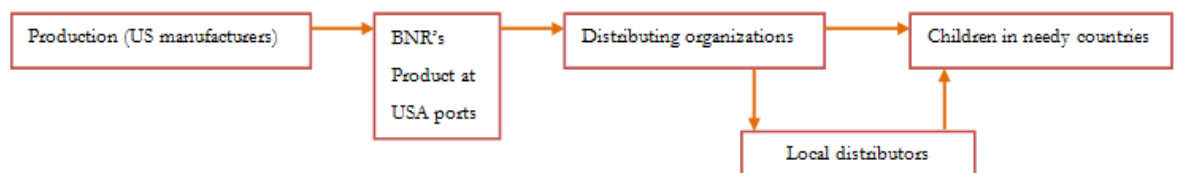


Figure 22. Physical flow chart - BNR integrates downstream.

The product is created for orders. The production process takes place at the contract manufacturer's bases. The product bears the label of BNR's brands but the company is

not actually involved in the delivery process. This is because BNR Global has no permanent warehousing. However, the customers have the warehousing. In the case of JuicySoy, we ship either to freight forwarders in USA who have warehousing or direct to relief agency overseas. They are responsible for warehousing and distribution. Thus, there is no inventory of JuicySoy other than for sampling at BNR Global. As soon as the product is made it is shipped to the organizational buyer from USA ports. The delivery process is handled by the contract manufacturer.

In short, through the flowcharts, *a good integration, both upstream and downstream* is prerequisite in supply chain management of the business project. This requires a good practice of business activities, and supply chain strategy and management.

The *major flows along a supply chain* have been clarified. The good point in supply chain management study is that, the supply chain comprises a network of partners and their roles. There is a way of expressing this in the following definition which is basically similar to the initial definition in the literature. The supply chain is the network of organizations that are involved, through upstream and downstream linkages, in the different processes and activities that produce value in the form of products and services in the hands of the ultimate consumer (Christopher 2011, 13). Considering to the case company, the supply chain BNR Global is playing within is a network (Figure 23) of partners such as suppliers of needed ingredients, manufacturers(suppliers of BNR's products), distributors and final customers. Our suppliers of JuicySoy can have their own suppliers of the ingredients. The company does not necessarily need to have to deal with the supplier of needed ingredients. Getting the input for the production is covered by the manufacturer (supplier of BNR's soy drink powder).



Figure 23. The linkages of marketing-logistic, the value chain and supply chain.

The company can build a distribution channel based on the relation above regarded as the linkage in distribution management. Channels of distribution, according to Czinkota and Ronkainen (2007, 414), provide the essential linkages that connect producers and customers. The linkages in all the figures above are intuitive. They will be considered furthermore in the discussion part as to develop the finding. The goal is to design a distribution channel for the company by skills in channel designing and structuring. The value chain and export operation perspectives are involved in the design of the distribution channel.

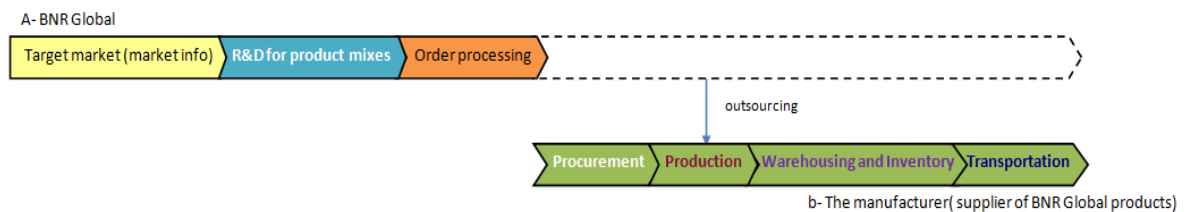


Figure 24 The activities on market-logistic (logistic aspect of the project).

The business practice of the case company for the target market does not necessarily include the activities on warehousing and inventory. All can be done by outsourcing. The outsourcing (Figure 24) occurs when the company makes a purchase order after processing its customer' order. With a formula given by the company, the contract manufacturers order all ingredients and make the products to the company's needs. All can be done by them. They take care of the production, warehousing and inventory and cover the transportation. Shipments to our distributors are guaranteed by them. A letter of credit is recommended in case the company works with the organizational buyer having little reputation. However, cash in advance is always a preferred method.

To sum up, the finding involves *a good integration of upstream, downstream activities and logistics*. Such an integration is extremely important to generate success in the business project. The finding indeed contributes to the supply chain and logistics management, and strategic planning decision of the case company. Through the finding, the *design of the supply chain* and the development of the company's *logistics* activities (see discussion for more details) are feasible.

### 4.3.6 Financing for the project

Grants and subsidies are all different depending on the agency. The monies within them are different upon every program. The governmental grants are inquired and researched for the business project of the case company. The knowledge of USA governmental grant programs and the ability to research for the grant program are required to ascertain the appropriate ones (concerning eligibility and deadline). The grant programs when found are assessed to make sure that they relate to what the company is doing and they are worth trying. The referrals from the responses to the inquiries assist the research work for the finding of the applicable grant programs. The U.S. governmental website was studied to analyze among the grant programs the grants which relate to our product and which are appropriate and worth trying. It's also a good place to seek funding for an NGO outside their donor base. The list below shows the related grants in green field.

Funding number	Grant Program	Amount	Deadline	Assessment	Eligible Applicant	Status	Contact
APS-617-12-000010	APS for food security, nutrition, biodiversity and conservation	\$1M - \$19M	12/14/2012	Unrestricted	Small businesses; profit organizations other than small businesses	studied	
USDA-NIFA-AFRI-003958	<a href="#">Agriculture and Food Research Initiative: Foundational Program</a>	\$264M	5/22/2013	Program areas related to BNR's: Food Safety, Nutrition, and Health Plant Health and Production and Plant Products (Soya in this case)	private organizations or corporations	studied	<a href="mailto:AFRI@csr">AFRI@csr</a>
HAITI-521-12-0050	NUTRITION SECURITY PROGRAM IN HAITI	\$12M	11/30/2012	Well-fit as the goal of this program is to tackle children underweight due to malnutrition and women anemia	Small businesses & NGOs	studied	
	Change of Grantee Organization (Type 7 Parent)		9/7/2014	93.865 -- Child Health and Human Development Extramural Research	Small businesses	studied but not applicable	<a href="#">Kampala@</a>
PA-11-260	Research Project Grant	Discretionary	9/7/2014	93.865 -- Child Health and Human Development Extramural Research	Small businesses; profit organizations other than small businesses	studied but not applicable	Questions
USDA-NIFA-CFP-003957	Community Food Projects Competitive Grants Program (Call for Proposal-CPP & Project Plannings-PP)	\$5M	11/28/2012	CFDA numbers: 10.225 -- Community Food Projects	private entity	studied but not applicable	<a href="mailto:iclar@nif">iclar@nif</a>
PA-11-327	Healthy Habits: Timing for Developing Sustainable Healthy Behaviors in Children and	\$500,000	9/7/2014	93.865 -- Child Health and Human Development Extramural Research	Small businesses; profit organizations other than small businesses	studied but not applicable	

Figure 25. Grant programs for financing the project (E-Grants Initiative 2012).

The first three of them (Figure 25) are the most related and applicable for funding the project and assisting the NGOs. The amount of money if granted to us can meet the initial need of \$2M and the ongoing need. We are planning to apply for these grant programs. BNR's financial staffer is looking into more details as to complete the application.

In essence, we are going after any grants (governmental and private) which are eligible for us and for our distributors, the NGOs within our network. The NGOs obviously

have benefits from partnering with us as they can be either subsidized or assisted with funding and fundraising program. For NGOs, the way they finance a product like JuicySoy is one of four ways:

- Internally through appealing to their donor base.
- Externally by allowing BNR to help with new sources of funding and fundraising website pages and social media.
- Partnering with other NGOs and governmental organizations which have money.
- Combination of the ways above.

The study is limited to not detail all the financial activities. Once funds are raised, BNR Global will have JuicySoy made and shipped wherever the NGO asks.

In summary for this chapter, the applicable grants are Nutrition security program in Haiti; APS food security, nutrition, biodiversity and conservation; and Agricultural food research initiative, fundamental program. They are worth trying and applying. The case company is preparing the applications to submit for them.



## 5 Discussion and Conclusion

This chapter of the thesis is mainly to review answers to all research questions in previous chapter about the findings as to draw the conclusion to main research problem. With the findings above, the company goes about making new product. The business project is progressing with following advantages : a clear-vision of the market demand and target market, the flavorful soy-based drink powder mixes, prospective manufacturers (Attachment 16) (covered by the company) for more production capacity in case there is a significant growth in demand, and the source of financing for the ongoing project.

### 5.1 Value chain from a new product

The creation of BNR Global's new product is disclosed in this chapter with details as a result of the selection of the target market, the industry analysis, and the firm analysis. The company is developing and making available and affordable a pleasant tasting soy-based powdered drink mix, high in protein, fat and carbohydrate content and containing the necessary vitamins and minerals to aid in children's proper physical and mental development. The findings in the study along with the progress of the business project supported us to currently invent 2 types of the new product with 7 flavors each:

- JuicySoy (for developed world)
- JuicySoy World (for export to malnourished areas)

In this study we **only** focus on the world version as main efforts are to help starving children in malnourished areas. JuicySoy World is best tackling starvation, hunger, malnutrition, undernourishment (Rieke, P. 12.9.2012).

## Product Specification

<b>Nutritional Information:</b>	
Serving Size 1 cup (40 g)	
Servings per pouch: 1	
Amount per serving:	
Calories.....	170
Fat Calories.....	60
<b>% Daily Value:*</b>	
Total Fat.....	7 gr 11%
Saturated Fat.....	3.5 gr 16%
Trans Fat.....	0 gr.
Cholesterol.....	5 mg. 1%
Sodium.....	130 mg. 5%
Total Carbohydrates.....	23 gr. 8%
Dietary Fiber.....	0 gr. 0 %
Sugars.....	23 gr.
Protein.....	7 gr. 14%
Vitamin A: 15% Vitamin C: 4% Calcium: 25% Iron: 10%	
*Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs.	
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<b>INGREDIENTS:</b> Sucrose, Soy protein isolate, palm oil, dairy solids, sweet dairy whey, calcium phosphate, soybean oil, monoglycerides, soy lecithin, natural and artificial flavors, vitamin A(palmitate), vitamin C, zinc oxide, vitamin D, reduced iron, vitamin B12, sulfur dioxide, ribo-	

Figure 26. Product characteristics (JuicySoy 2012).

In short, JuicySoy is a ready-to-use powder containing rich soy and essential ingredients to provide a high amount of calories, protein and vitamins for children. It is very easy to use by just adding some water. Also, JuicySoy with 1/3 less water is a creamy thick shake. The advantage of JuicySoy is that, the soy-based powder is easy for any shipment method, preferably bulk shipment by sea cargo. Another advantage of the product is that, it has one year shelf time, ideally for the storage, distribution and use. The high sugar content will be attached in JuicySoy just like PlumpyNut (mentioned earlier). Since sugar is needed for the emergency response to the malnourished areas, the response is to give quick immediate energy to kids and over longer term they would be better off with other food products with less sugar and more balanced diet. We are simply solving immediate problem (Rieke, P. 16.10.2012). Also, JuicySoy will work on over similar drinks with less sugar over time. We inspire and integrate the

product concept of “dance, youth, and high energy” around JuicySoy. More details about the product can be reviewed (Attachment 9; Attachment 10).

## **Production**

The company has this part covered with several contractual manufacturing agreements. It has started with contracting at Carolina Ingredients out of Rock Hill in North Carolina and Tipton Mills out of Buffalo, South Carolina but as demand grows we will place at other factories. Wixon out of Wisconsin is regarded as the most potential. As the project grows in a year or two, the production can be allocated at other plants with proximity to malnourished children and needed ingredients. The manufacturers that agree to the term of BNR Global’s subsidizing have to make sure the production and capacity for a myriad of JuicySoy packs. The asking products have to meet all details, e.g. nutritious information, using and preserving conditions.

In short, the product turns out to have distinctive characteristics above which consolidate the *product value* and *value chain* of the case company. This reinforces the competitiveness of the company.

## **5.2 Financing the business project**

In this business project, we need upfront grant for R&D and marketing of about \$50,000 and ongoing subsidy that would cover 80% or more of all manufacturing costs on an ongoing basis. The need is unlimited but we would start with \$2M (millions) request for testing if it works, then ask for \$10M for ongoing program. (Rieke, P. 24.9.2012.) From the company’s perspective, we would prefer 100% subsidy but will settle for 80%. The finding of suitable grant programs is important because the business project will be ongoing financing needed. The company is seeking for at least 50% financing. (Rieke, P. 24.9.2012.) Financial part is the most important. Without the subsidy and/or grants we know the project won’t work. Countries are too poor to pay for it. Thus, for the project to work out, it requires subsidies and then charities to buy at remainder of cost.

The concept of a “JuicySoy” dance is being brought into public through the company’s product, marketing and promotion strategies. Someone would immediately begin

dancing if he or she hears “JuicySoy”. Dancing is universal around the world. JuicySoy Dancing will allow for “Flash Mobs” in cities around the world, exposure in TV, Youtube video dance contests, dance fundraisers for NGOs at various venues all over the world, and creating a lot of buzz around JuicySoy very inexpensively. JuicySoy, as a brand name, is growing and spreading globally through dancing clips on Youtube and social media, people like it and talk about it. All this work is raising public attention to the presence of JuicySoy and therefore assisting the fundraising activities, both governmental supports and private donors. Moreover, we found that there’s an added advantage of working with NGOs on financing of JuicySoy. We will consult with them on setting up fundraising pages on web and linking them with governmental agencies to help them find the money. BNR Global also finds out governmental grants and either completes grants in partnership with NGO or recommends NGO complete the grant in partnership with BNR Global for JuicySoy. The grant application can be strengthened by partnering with a distribution partner. NGO provides the distribution part and BNR Global provides the manufacturing side. These movements are actively planned to go ahead in progressing and gearing the business project to help saving children.

### **Financial spending plan**

Most of the funds will be divided into subsidy packets. The rest will be used to ease the packaging, branding, marketing and promotions. The subsidy packets are used for the production and distribution of JuicySoy. Most of them will be sent to the manufacturers of BNR Global’s products upon the contractual agreement. Other packets of money and JuicySoy products will be used as subsidies to the NGOs. The level of subsidies to the manufacturers and the NGOs may vary and may be different upon BNR Global’s funding policy and assessment of those potentials.

In conclusion, the product concept and value have been considered for *the financial funding strategy*. *The distribution aspect* has also been considered. The possibility to raise more public attention to the project and *work with the NGOs for the financial application* is investigated.

### 5.3 Distribution and business model

#### Distribution

As the business project is facilitated by all the study, the company is getting to have everything in place. The distribution is the most important of the project. The distribution in the project is associated with the NGOs who are having aid programs and projects in malnourished countries. Distribution through them is the best way for helping malnourished children. Besides, BNR Global has a strong link to Agricultural agencies and some NGOs. This study actually enlarges the current network of the company by having the NGOs listed in spreadsheet, contacting the NGOs, and getting some of them interested in the company project. The interested NGOs will have the products subsidized by the company. It is BNR Global to consider the level of subsidy to each NGO because the word “subsidized” can have several levels of means from 100% subsidized to 1% subsidized.

The NGOs have their own distribution channels. It is up to their organization to decide on how the product is delivered to every child. Although the study focuses on NGOs working on Caribbean projects, we are not limited to work with NGOs from other areas if they are financial sound, reputable, reliable or willing to work with us.

To ease the distribution from USA ports to target destinations, the company always offers bulk (.lbs) pricing and Freight On Board(FOB) pricing. Pricing cannot be revealed at the moment. Due to the characteristics of the product, shipping in sea cargo is possible with a care to the dry environment when placing the product on board.

The NGOs are of all sizes, as we have discovered, from very small (running orphanage in a country) to very large (Save the Children). They are most keen on getting JuicySoy. For small NGO, we will have to help them most likely with all transportation issues from factory in USA to their port (Haiti for example). However, they may have freight forwarders who can help them and take product in port cities in USA. Once product is paid for by NGO, it will travel in their name to USA port and then to final port destination and then to inland warehouse and then to school, church and clinic for distribution to kids. All can be handled by BNR Global, freight forwarder and NGO in most cases. On BNR Global side, Agricultural officers (USDA and American

Chamber of Commerce) are the export facilitators (Attachment 15). Their assistance is very helpful for the company to learn about export document and trade barrier. We are in final phases of testing formulation and will start small with orphanages in Haiti before we go with the larger relief organizations (Save the Children, Plenty Organization and Feed the Future).

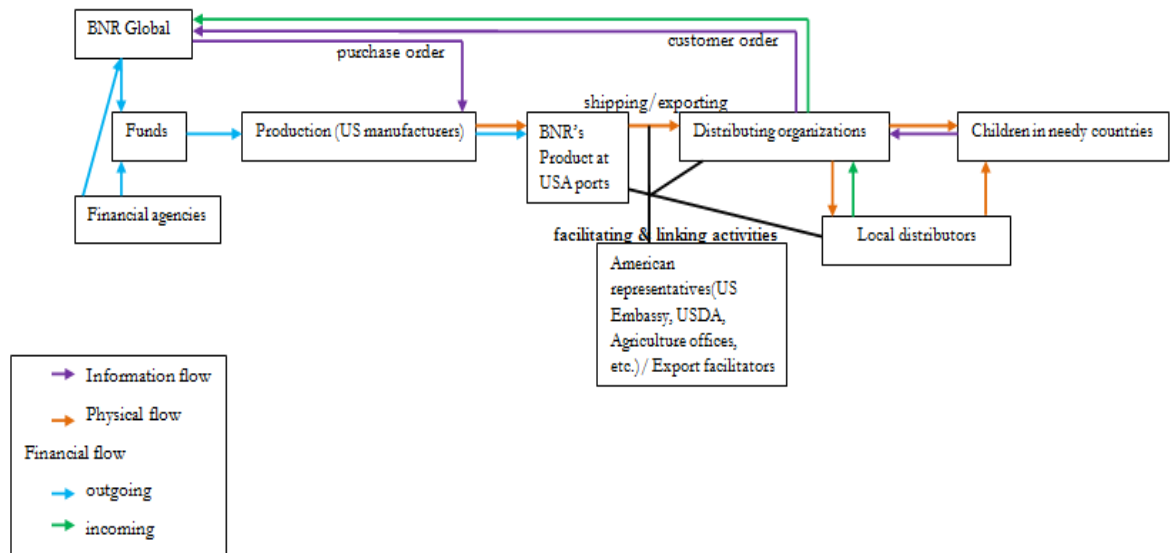


Figure 27. The integral flowchart.

The integral chart (Figure 27) shows the integration of the three main flows described in previous chapter. It clearly displays the linkages of information, physical distribution and financial aspects. In our exporting approaches (Figure 28), we do not export through the export management companies but the NGOs instead. The NGOs play a role of the domestic or foreign distributor (depending on their location). There are U.S. based NGOs and NGOs from abroad. They are involved with distribution of our product to the target countries where the ultimate consumers are starving children. The freight forwarders may participate on NGOs side to assist the distribution.

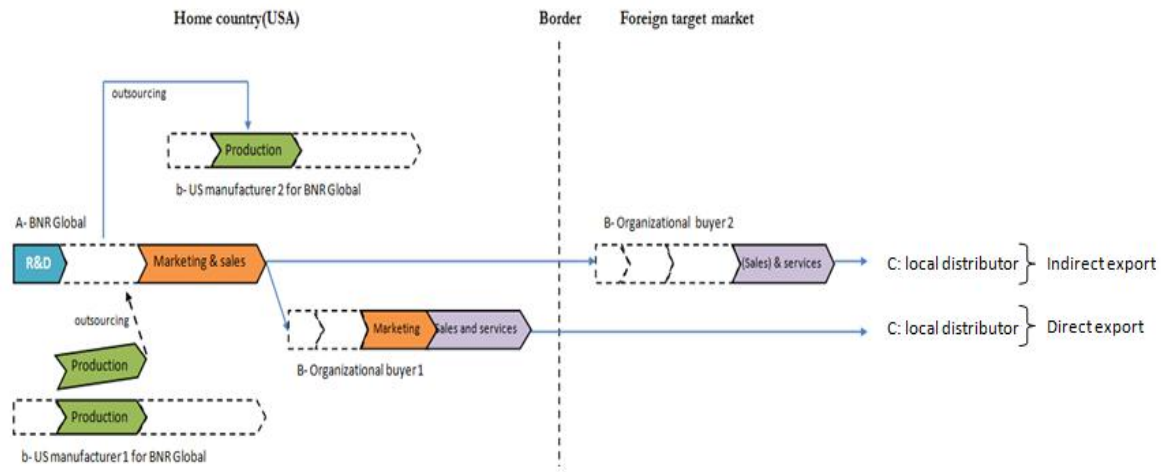


Figure 28. Contractual manufacturing - Entry/Operation Modes – Value chain perspective.

As a summary of the analyses, the integration of the value chain, export approaches (operation modes) and manufacturing outsourcing is expressed (Figure 28). It is the paradigm of supply-chain management, where a series of value-adding activities connects a company's supply side with its demand side (Czinkota et al. 2009, 309). Among those activities, the company can be involved in an indirect or direct export approach. However, the end result is similar whether the activities are direct or indirect. (Czinkota et al. 2009, 223). The supply chain is also implied in the figure above (Figure 28) as it involves all the processes. Moreover, all type of value chains are embraced by the supply chain management (Figure 29). *The distribution channel* of the case company can be designed as below.

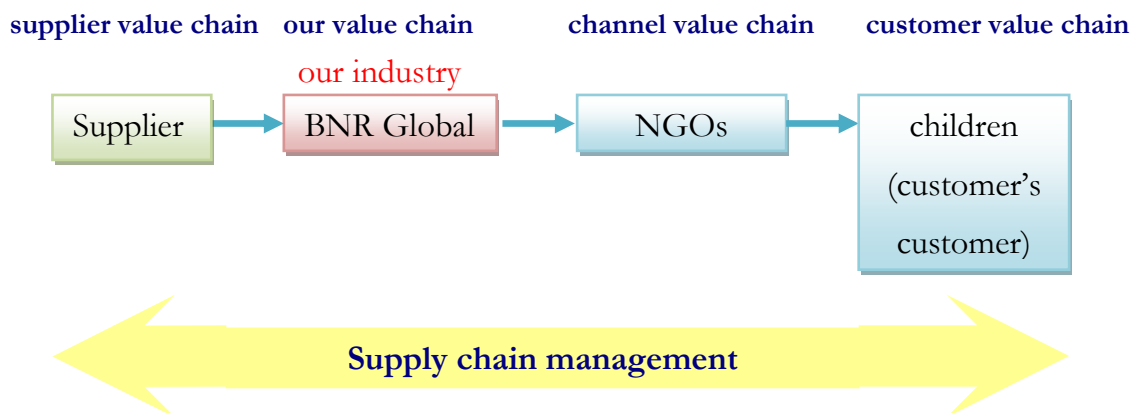


Figure 29. Diverse value chains bound in the supply chain management.

The company should interact the market logistics activities (Figure 28) with the supply chain management (Figure 29) for an optimal result. In brief, *the integral flowchart, the*

*interpretation of logistics activities from value chain and market entry perspectives, and the distribution channel* have been all developed for the distribution strategy and management of the case company as for the distribution of the new product.

## Business model

The charts and the analyses have detailed the company's business model which was simply designed in the literature section. The business model which looks simple as below is indeed a composition of the results from analyzing the business model's components and the flowcharts. The analyses help the researcher to clarify business concepts and design a business model.

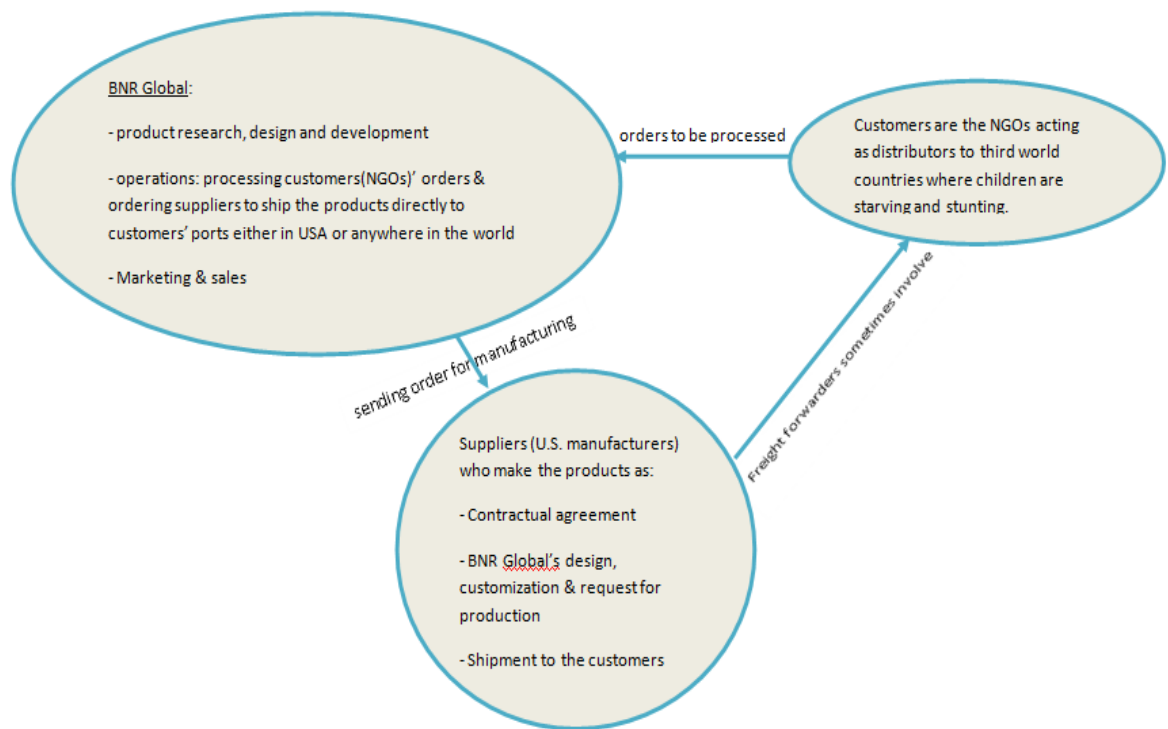


Figure 30. The functionality of the business project.



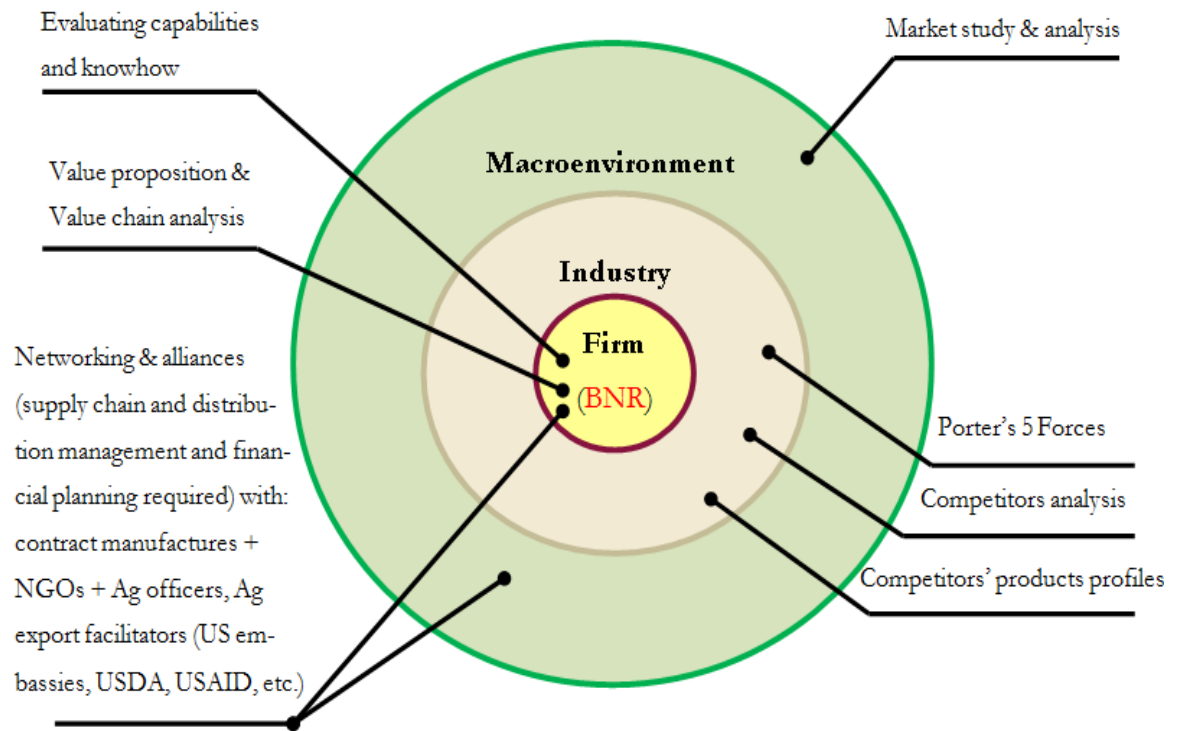


Figure 31. Business model for BNR's strategic planning, analysis and development.

The business model was fortified by the analyses of its components and the relationship among them. The business model (Figure 31) and its functionality (Figure 30) applying for the target market could also apply for any other markets where malnutrition and insufficiency of food supply exist. The business model functions well as the value chain, the supply chain, the product function and the distribution are in place with the financing planning. The study stays focused on the distribution part of the business project. However, in the future the company can also include a few more studies (market trends, product differentiation and development) and analyses (PESTE analysis, SWOT analysis and Ansoff matrix) to enhance the model. Since the product appears to be considerably needed in less malnourished areas and developed countries as well, it is only a matter of time before we have a big distribution network.

In summary, *the supply chain, the functionality of the business project, and the business model* have been developed through the findings and discussed with theoretical knowledge and practical perspective. Besides the utmost importance of financing and distribution of a new product and the business model for the business project, marketing and promotion strategies should be planned and prepared deliberately as they are one of the key successes for a trading company like BNR Global.

## **5.4 Research reliability and validity**

### **5.4.1 Reliability**

According to Saunders et al. (2009, 156), reliability refers to the extent to which data techniques or analysis procedures will yield consistent findings and the transparency in how sense is made from raw data. The research reliability is concerned with the methods used in primary and secondary data collection and analyses.

#### **Primary data**

Saunders et al. (2009, 363) asserted the type of questionnaire will dictate how sure the researcher can be that the respondent is the person whom the researcher wishes to answer the questions and thus the reliability of responses. The questionnaire sent to an organizational email address could have been answered by any person who has an access to check the e-mail. The respondent could have been unfamiliar with soy-based drink powder mixes particularly. In worse case, he or she may not cover the target countries or even the respondent is not an agricultural officer. This appears sometimes in the survey data collection as the respondents' names and roles can be checked. Saunders et al. (2009, 363) agreed that if the respondents have insufficient knowledge or experience they may deliberately guess at the answer, a tendency known as uninformed response. This could be the reason for unclear answers. These issues could have somewhat affected the reliability of the research.

Respondents to the questionnaire are relatively unlikely to answer to please the researcher or because they believe certain responses are more socially desirable (Saunders et al. 2009, 365). To the feeling of the respondents, it seems needy and demanding in asking for their responses. The respondents could have been overwhelmed by a list of questions; thus, many questions of the surveys were neither fulfilled nor answered. In this case, Saunders et al. (2009, 365) believed the type of questionnaire will affect the number of people who respond. These issues somewhat disrupted the reliability of the research.

#### **Secondary data**

For all secondary data, a detailed assessment of the validity and reliability will involve the researcher in an assessment of the method or methods used to collect the data . The assessment involve looking at who is responsible for collecting or recording the information and examining the context in which the data were collected. (Saunders et al. 2009, 276.) This was considered in conducting the research. Saunders et al. (2009, 156) saw subject or participant error as a threat to reliability. Secondary data collected through a survey with high response rate are also like to be more reliable than from that with a low response rate. For some documentary sources, it is unlikely that there will be a formal methodology describing how the data were collected. The reliability of these data may be difficult to assess. (Saunders et al. 2009, 276.) Although the researcher considered the suitability of the data available on the internet, the reliability of the research could have been affected due to flawed assessment.

#### **5.4.2 Validity**

Validity relates to the data collection methods and the research findings. In data collection methods, validity is the extent to which the methods accurately measure what they were intended to measure. In addition, the validity of research findings are really about what they profess to be about. The two aspects of validity are tightly related into each other because if there are doubts that the data collection methods do not measure what they claim to be measuring, then also the research findings become questionable. (Saunders et al. 2009, 603.)

Although personal knowledge and judgment are quite important to assess the answers and draw results from findings, they could have been subjective and biased. Thus, they could have somewhat disrupted the reliability of the study. The arguments and the explanation in the writing can be rather empirical, deductive, and/or hypothetic. This could have somewhat affected the validity of the research.

#### **Primary data**

Construct validity refers to the extent to which the measurement questions actually measure the presence of those constructs the researcher intended them to measure. This term is normally used when referring to constructs such as attitude scales, aptitude and personality tests. Validation of such as constructs against existing data is diffi-

cult. (Saunders et al. 2009, 603.) The scales in the research may not have well demonstrated the respondents' attitudes. The validity could have been diminished.

### **Secondary data**

Saunders et al. (2009, 277) stated that deliberate distortion occurs when data are recorded inaccurately on purpose, and is most common for secondary data sources such as organizational records. Two data collection methods were adopted for the research. Saunders et al. (2009, 277) noticed measurement bias occurs due to the changes in the way data are collected. Their notice was considered in conducting the research. Other than this, the validity may be affected by flawed, organizational records. The data collected from various websites on the internet may be outdated and stale. It would be best if the data about the situation of every country in question is up-to-date, preferably year of 2011 or 06/2012. The demographic data in different years resulted in a comparison table of countries could slightly decrease the research reliability. Besides, Saunders et al. (2009, 156) reminded that there may have been observer bias. Few assumptions in the research may need to be testified with further researches and practices. Therefore, the validity of the research could have been reduced.

Furthermore, it may require regulatory reviews and permits from host country (in malnourished zone) to have an approval for either commercial products or humanitarian assistance type products. The researcher was suggested by Mr. Carrillo (P. 27.9.2012), USAID Food for Peace Officer & Mission Disaster Relief Officer, to do a separate research specifically on own countries regulations and laws regarding to new foods for malnourished children. However, the timeframe of the research is rather limited for that kind of research. Otherwise, it could be more valuable if country-specific researches could be attached to the research.

## **5.5 Ethical points of view**

### **Overall responsibility of the company**

Today companies should think of ethical norms in business planning process, business practices, decision making process and growth strategy. The case of Nestle company described in the industry analysis is just an example. The development of new technologies in social networking allows people to have an observation about the company's

reputation. Years of winning fans and customers can be lost in seconds because one unethical decision resulting in millions tweets and blogs. BNR Global therefore has to be cautious in the ongoing processes and future strategies. The company should pay attention to the production formula and the packaging of JuicySoy. The formula should be kept confidential. BNR Global and its suppliers need to be sure of the right content in each JuicySoy pack because every pack with wrong content may harm the reputation of the company. The suppliers involved in the production of JuicySoy must share the company's responsibilities. They have to remain responsible in the production process even after their contract is terminated.

### **Business project with ethics**

In developing countries, a third of all deaths in children under the age of 5 are linked to undernutrition (World Food Programme 2012). We want to change the fate of many children in third world countries and starting with health and nutrition can only be a good start. We would like to bring nurture and future to their children because nutrition is something that is easy to overlook. From the ethical points of view, the project which I am devoted and dedicated to do is meaningful to help children in malnutrition with a new food item known as soya-based, highly nutritious drink powder mixes. We ensure the quality and nutritional content of the product with respects to the children health, local environment and local regulation.

With the aim to help children worldwide, when doing all studies in this thesis, I am fully aware the more researches and contribution from me the sooner and the more children will get helped. As the facts in the articles and reviews about children in malnourished countries arouse me so far, the image of children dying everyday due to malnutrition keeps reminding me to work harder and put more efforts in my work. Every hour of every day, 300 children die because of malnutrition. Tonight, one in seven kids in the world will go to bed hungry. (Save the Children 2012.)

### **5.6 Reflection**

With the development of social networking, the real facts of world hunger and starvation reach developed countries in seconds. However, to respond to the world hunger takes years of research and development, planning, and financing. Today, technology

and global resources are brought together to address the problems of the world starvation and malnutrition. International and global organizations, multinational corporations, and NGOs share their resources and technologies to fight hunger. As a result, a significant number of highly nutritious products were developed and manufactured to fight malnutrition. Most of them are highly ready-to-use nutritious food, powders for food, peanut-based pastes, and baby formulas. BNR Global joins the stream with its JuicySoy invented through the current business project as a drink supplement categorized together with other food aid items.

As far as more supports BNR Global is gaining from the U.S. government and NGOs, the business project is growing to be part of the company's business proposing a plentiful supply to the market where people and children are dying of starvation and malnutrition. The whole study responds to the need of product distribution and project funding. When we have everything in place, the project with clarified business model can expand to more markets in many needy countries.

Further study researching the NGOs' activities and buying behaviors should be taken into account. Every organizational buyers have different purchasing powers. Previous working experience between BNR Global and institutional buyers is the company's advantage but the company may need to study more about foreign NGOs as to review their purchasing powers from varying degrees. Besides, there are broad opportunities for BNR Global to partner with many different individuals and organizations to help raise the awareness of the business project as to bring JuicySoy packs to millions of malnourished children worldwide. Also, the company can consider building loyalty relationship with the NGOs and developing loyalty programs.

Other studies to progress the company's business project involve the continuing study on the market aligned with per-country reports to tackle malnourished areas and regions, and the on-going contacts with the agricultural specialists and institutional buyers. Strategic planning, production and development strategy, and market penetration strategy will be considered along with contracting new partners for maintained sources of soy and sugar. All current and ongoing activities are for the development and expansion of the project as the company is always looking to more markets. To facilitate the company's distribution and to ease the company's export to other countries, I am

going to keep up the correspondences with Agricultural experts and research for more information to make some more reports per host country about customs and regulation, reports for product development and branding (more flavors, more assortments of products) and marketing reports. We are currently working on R&D to diversify the soy-based drink powder mixes for children by genders, ages and special dietary and by flavors. My suggestion and contribution at work will meaningfully assist the company with further success and development.

This bachelor thesis turns out to be an important part of my life after sixteen months at work for the case company. My own learning and development through the whole work are more than expected. It is more than a personal interest of processing BNR Global's projects because the business project to help save children in malnutrition and starvation is very meaningful to me. Besides the business letters I send everyday and the application of business studies and theories, I gained more confidence in working for the project. The applications and forms are either prepared by the company or dispatched to inquire and request for the possibility to be granted and funded. There are also some applications we receive from the NGOs asking for their possibility to be subsidized

by us.

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## Attachments

Allen Kelley is the alias the author has been using for over a year in correspondence with the U.S. officers as with an American name, so that they definitely have no question about the sender of the emails. Generic emails were sent to many officers and agents with a small change in country upon the inquiry. Respondent names are taken away from the appended letters below but they are listed in spreadsheets in another appendices as the records the author is keeping in working for BNR Global. The correspondences are also kept privately and confidentially. The purpose is to remain anonymous and confidential for the NGOs' contacts. Thus, only the data from respondents' answers was disclosed and analyzed in the study.

### Attachment 1 (Q1)

The email below is the first step of the research. It was sent to ask for professional advices.

Dear respondent name,

BNR Global is creating a soy-based, highly nutritious drink powder mix for distribution in countries where there is malnourishment and starvation. We plan to distribute through charity agencies and governmental agencies.

Can you put us in touch with some agencies in Dominican Republic and surrounding countries which would be interested in being our distribution partners? We will be glad to contact them with a name, phone and email address.

IN addition you might be able to help by linking us with any USA government grant or subsidy programs which are geared to exporting aid to needy countries.

Thank you.

Best regards,

*Allen Kelley*

**Marketing & Sales Assistant**



[www.bnrglobal.com](http://www.bnrglobal.com) [www.dryfoods.homestead.com](http://www.dryfoods.homestead.com)

*"Understanding Your Food Needs"*

My profiles:      [Youtube Video](#) showing our Dry Food Powder Capabilities

Contact me:  BNRGLOBAL [LinkedIn Profile of Allen Kelley](#)

Office: (704) 333-6699 Fax: (516) 303-0075

## **Attachment 2**

(questionnaire survey)

Dear respondent name,

**JuicySoy** is The Nutritious Drink Mix which is helping fight malnutrition and starvation all around the world. **JuicySoy** is soy and dairy based and fortified with a proprietary blend of vitamins and other nutrients which create healthy bodies and minds.

**JuicySoy** is a product of BNR Global in the USA. BNR Global has been in the food export business since 1995. The creation of a flavorful soy-based drink food mix for relief organizations appears to be greatly needed.

Can you assist us in answering the questionnaire (attached)? Your answer will remain anonymous. It will be only used within our company and for the purpose of the related study.

If you are aware of any government or non-government grants for food aid like **JuicySoy**, please let us know so we can apply.

More information at: [www.juicysoy.com](http://www.juicysoy.com) and [www.facebook.com/juicysoy](https://www.facebook.com/juicysoy) (Please "Like" us).

We are looking forward to your response.

Thanks you.

(Signatory)



### Attachment 3

(Questionnaire sheet used in the survey)

1. Type of the organization you are working for? (structure question)
  - a. governmental organization
  - b. NGO
  - c. charity organization
  - d. relief organization
2. Have you pursued any activities or any food feeding program related to soy-based, highly nutritious drink powder mixes? (extended structure question)
  - a. Yes
  - b. somewhat related to soy drink powder
  - c. No
  - d. somewhat related to soy beverages. Please specify: .....
3. Are you aware of any soy-based products distributed in certain countries to fight malnutrition? If so, which countries? (extended structure question)
  - a. Yes. Please name some countries: .....
  - b. No
4. Are you distributing any soy-based food products from the USA currently? (structure question)
  - a. Yes
  - b. Yes but not products from the USA
  - c. No
5. Are you familiar with the Soy Cow and how it is used? (structure question)
  - a. Yes
  - b. No
6. If **JuicySoy** were **SUBSIDIZED** to your organization would you interested in distributing through your channels? (likert scale - structure question)
  - a. Yes, very interested
  - b. Somewhat interested
  - c. Not sure if interested
  - d. Absolutely no, soy product is not in our focus
7. Are you willing to be a part of the **JuicySoy Dance Movement?** (**JuicySoy is also a dance – see video on our website below. We will be offering special awards for the best JuicySoy video dances submitted by email at [info@bnrglobal.com](mailto:info@bnrglobal.com)** ) (interest scale - structure question)
  - a. Yes, sure
  - b. Not sure, maybe later
  - c. No, thanks
8. Could you please help by linking us with any USA government grant or subsidy programs which are geared to exporting aid to needy countries? (unstructured question)

.....

## Attachment 4

(Questionnaire sheet)

This questionnaire was used to ask around if the Agricultural officers know about the grant program. This was also sent to financial agencies. The financial agencies are usually private or partially governmental. The details were not included in the writing of the dissertation because the thesis only focuses on presenting the U.S. officially governmental grants that are applicable for the company and its distributor partners (prospective NGOs).

1. Type of organization you are working for ? (structure question)
  - a. governmental organization
  - b. NGO
  - c. Financial agency
  - d. Charity agency
  
2. What financial support has the organization provided in helping food for relief project ?  
(extended structure question)
  - a. USA governmental grant
  - b. Non-governmental grant
  - c. Subsidy program
  - d. Other grants, such as .....
  
3. Is there a form to inquire, request or order for the grant/the subsidy? (extended structure question)
  - a. Yes, there is a ..... to request for
  - b. No, not available
  - c. Will advise later
  
4. To what extent, the application for the grant can be approved? (unstructured question)  
.....
  
5. Will we receive the whole grant or how many percents if approved? (unstructured question)  
.....

## **Attachment 5**

Generic emails were also sent to the other organizations. WISHH is of course replaced by their organizations' names.

Dear respondent name,

BNR Global is creating a soy-based, highly nutritious drink powder mix for distribution in countries where there is malnourishment and starvation. We plan to distribute through charity agencies and governmental agencies.

We have learned that WISHH currently has activities with soy beverages in both Nigeria and Liberia. Could you please be kind to tell us the following:

1. The activities and soy based food feeding program WISHH is pursuing.
2. How the soy beverages and soy related products are distributed to the needy countries,  
assumed there's malnourishment badly in other countries.
3. Product of USA?
4. Is this the Soy Cow machine?

Also major malnourished countries are Guatemala and Honduras to my knowledge. Can you please put us in touch with your colleagues who are covering the Caribbean basin and Central America?

Thank you very much.

Best regards,

(Signatory)

## **Attachment 6**

The email was slightly changed to suit the contacting with the other organization. It is considered as next level in the research. Generic emails with small changes in name and the organization were again sent to every organization to inquire them and learn about what they are doing.

Dear respondent name,

BNR Global is creating a soy-based, highly nutritious drink powder mix for distribution in countries where there is malnourishment and starvation. We plan to distribute through charity agencies and governmental agencies.

Could you please advise us the following:

1. Is a charity, governmental or relief organization ?
2. Have you pursued any activities or any food feeding program with related to highly nutritious, soy based drink powder mix?
3. How the soy beverages and soy related products are distributed to the needy countries (please also name some malnourished countries you 're helping) through your organization?
4. Product of USA?
5. Is this the Soy Cow machine?

IN addition you might be able to help by linking us with any USA government grant or subsidy programs which are geared to exporting aid to needy countries.

Thank you very much.

Best regards,

(Signatory)

## Attachment 7

(revised version of previous inquiry) **Q2**

Dear respondent name,

**JuicySoy** is The Nutritious Drink Mix which is helping fight malnutrition and starvation all around the world. **JuicySoy** is soy and dairy based and fortified with a proprietary blend of vitamins and other nutrients which create healthy bodies and minds.

**JuicySoy** is a product of BNR Global in the USA. BNR Global has been in the food export business since 1995. The creation of a flavorful soy-based drink food mix for relief organizations appears to be greatly needed.

Can you assist us in answering the following questions:

1. Have you pursued any activities or any food feeding program related to soy-based, highly nutritious drink powder mixes?
2. Are you aware of any soy-based products distributed in certain countries to fight malnutrition? If so, which countries?
3. Are you distributing any soy-based food products from the USA currently?
4. Are you familiar with the Soy Cow and how it is used?
5. If **JuicySoy** were **SUBSIDIZED** to your organization would you be interested in distributing through your channels?
6. Are you willing to be a part of the **JuicySoy Dance Movement?**  
**(JuicySoy is also a dance – see video on our website below. We will be offering special awards for the best JuicySoy video dances submitted by email at [info@bnrglobal.com](mailto:info@bnrglobal.com) )**

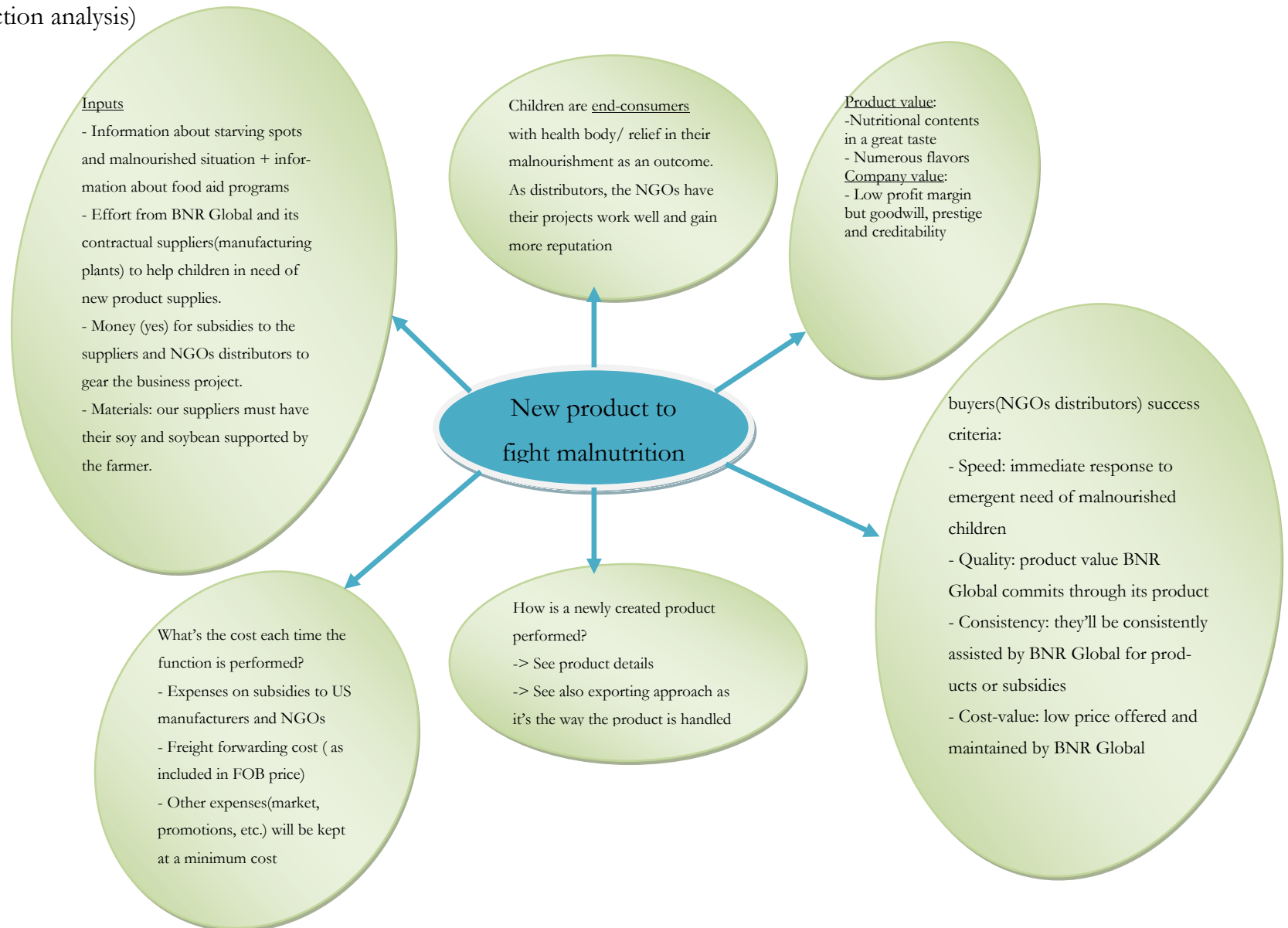
If you are aware of any government or non-government grants for food aid like **JuicySoy**, please let us know so we can apply.

More information at: [www.juicysoy.com](http://www.juicysoy.com) and [www.facebook.com/juicysoy](https://www.facebook.com/juicysoy) (Please “Like” us).

Thanks you.

(Signatory)

## Attachment 8 (Product function analysis)



## Attachment 9 (Product Specification)

### Product Specification

September 2012

#### Product Overview

<b>Product Code</b>	772
<b>Product Name</b>	JuicySoy
<b>Country of Origin</b>	United States

**Flavors:** Vanilla, Chocolate, Strawberry, Malt, Banana, Mango, Pineapple

#### **Physical Properties**

A soy based, cold water soluble, free flowing powder that is enriched with vitamins and minerals. Color and aroma are consistent with the flavor.

#### **Microbiological Analysis**

The product is free of pathogenic microorganisms.

#### **Ingredient Statement**

Contains: Soy Protein (isolate soy protein, calcium phosphate), Fructose, Corn Oil Shortening (corn oil, corn syrup solids, sodium caseinate, BHT and propyl gallate (to protect flavor)), Maltodextrin, Dairy Product Solids With Other Natural Flavors, Magnesium Phosphate Dibasic, Xanthan Gum, Vitamin & Mineral Premix [Vitamin A (as palmitate), Vitamin D (as cholecalciferol), Vitamin E (as dl-alpha-tocopheryl acetate), Vitamin C (as sodium ascorbate), Niacin (as niacinamide), Pantothenic Acid (as calcium d-pantothenate), Iron (as ferric orthophosphate), Zinc (as zinc oxide), Vitamin B12 (as cyanocobalamin), Vitamin B6 (as pyridoxine), Manganese (as manganese sulfate), Vitamin B2 (as riboflavin), Vitamin B1 (as thiamin mononitrate), Folic Acid, Biotin, Iodine (as potassium iodide), Chromium (as chromium chloride), Molybdenum (as sodium molybdate), Vitamin K1 (as phytiondione) and Selenium (as sodium selenite)], Natural and Artificial Flavors, Tripotassium Phosphate, Dipotassium Phosphate, Salt, and Sucralose.

#### **Allergens**

Soy, milk

#### **Packaging**

Packaged as needed.

#### **Shelf Life**

One year when stored in a cool dry environment.

#### **Manufacturing**

This product is manufactured in accordance with the Good Manufacturing Practices (GMP) for human food products as established under the United States Food, Drug, and Cosmetic Act and/or other applicable requirements.

## Attachment 10

(Product labelling)



### Nutritional Information:

Serving Size 1 cup (40 g)

Servings per pouch: 1

Amount per serving:

Calories.....170

Fat Calories.....60

#### % Daily Value:\*

Total Fat.....7 gr. 11%

Saturated Fat.....3.5 gr. 16%

Trans Fat.....0 gr.

Cholesterol.....5 mg. 1%

Sodium.....130 mg. 5%

Total Carbohydrates.....23 gr. 8%

Dietary Fiber.....0 gr. 0%

Sugars.....23 gr.

Protein.....7 gr. 14%

Vitamin A: 15% Vitamin C: 4% Calcium: 25% Iron: 10%

\*Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs.

**INGREDIENTS:** Sucrose, Soyprotein isolate, palm oil, dairy solids, sweet dairy whey, calcium phosphate, soybean oil, monoglycerides, soy lecithin, natural and artificial flavors, vitamin A(~~palmitate~~), vitamin C, zinc oxide, vitamin D, reduced iron, vitamin B12, sulfur dioxide, riboflavin, potassium iodide and beta-carotene (for color).



## Attachment 11 (List of NGOs inquired)

Name	City	State	Website	Email	Phone
100 Black Men of America	Atlanta	GA	<a href="http://www.100blackmen.org">http://www.100blackmen.org</a>		404-688-5100
1000 Friends of Maryland	Baltimore	MD	<a href="http://www.friendsofmd.org">http://www.friendsofmd.org</a>	<a href="mailto:friends@friendsofmd.org">friends@friendsofmd.org</a>	410-385-2910
100th Precinct Community Council	Rockaway Park	NY	<a href="http://www.rockawayave.com/node/81859">http://www.rockawayave.com/node/81859</a>	<a href="mailto:fxpro@aol.com">fxpro@aol.com</a>	718-318-4200
3D Life Adventures	Alexandria	VA	<a href="http://wiserearth.org/organization/view/7c06d18db84962d72d1020253fa86f64">http://wiserearth.org/organization/view/7c06d18db84962d72d1020253fa86f64</a>	<a href="mailto:anniej@3dzone.org">anniej@3dzone.org</a>	828-686-9934
4 The World	Garner	NC	<a href="http://4theworld.org">http://4theworld.org</a>	<a href="mailto:admin@4theworld.org">admin@4theworld.org</a>	919-278-7584
A Better World	Chicago	IL			773-224-0104
Action Against Hunger USA	New York	NY	<a href="http://www.actionagainsthunger.org">http://www.actionagainsthunger.org</a>		212-967-7800
ActionAid	Johannesburg	SouthAfrica	<a href="http://www.actionaid.org">http://www.actionaid.org</a>	<a href="mailto:mail.jhb@actionaid.org">mail.jhb@actionaid.org</a>	27-11-731-4500
Africa Inland Mission	Pearl River	NY	<a href="http://www.aimint.org/usa/">http://www.aimint.org/usa/</a>		800-254-0010
Africa-America Institute	New York	NY	<a href="http://www.aaionline.org/">http://www.aaionline.org/</a>	<a href="mailto:aaiony@aaionline.org">aaiony@aaionline.org</a>	212-949-5666
Africare	Washington	DC	<a href="http://www.africare.org/">http://www.africare.org/</a>	<a href="mailto:president@africare.org">president@africare.org</a>	202-462-3614
Africa's Children's Fund	Stone Mountain	GA	<a href="http://www.africaschildrensfund.org/">http://www.africaschildrensfund.org/</a>		770-465-6610
Agape Distribution	Sidney	OH	<a href="http://www.agapedistribution.org">http://www.agapedistribution.org</a>	<a href="http://www.agapedistribution.org/index.php?option=com_contact">http://www.agapedistribution.org/index.php?option=com_contact</a>	937 498 4368
Aid for the World	New York	NY	<a href="http://www.aidfortheworld.org">http://www.aidfortheworld.org</a>	<a href="mailto:mhoffman@aidfortheworld.org">mhoffman@aidfortheworld.org</a>	877-424-3911
ALAS(Latin America)	Panama		<a href="http://www.alasthemovement.org">http://www.alasthemovement.org</a>	<a href="mailto:jap@fundacionalas.org">jap@fundacionalas.org</a>	507-302-2526
All the Children Are Children	Cape Coral	FL	<a href="http://www.atcac.net">http://www.atcac.net</a>	<a href="mailto:kidsvoice@netzero.net">kidsvoice@netzero.net</a>	239-878-2104
American Friends Service Committee	Philadelphia	PA	<a href="http://www.afsc.org">http://www.afsc.org</a>	<a href="http://afsc.org/contact/AFSC">http://afsc.org/contact/AFSC</a>	
American Humanist Association	Roswell	GA	<a href="http://www.americanhumanist.org">http://www.americanhumanist.org</a>		202-238-9088
American Jewish World Service	New York	NY	<a href="http://www.ajws.org">http://www.ajws.org</a>	<a href="mailto:ajws@ajws.org">ajws@ajws.org</a>	212-792-2900
American Refugee Committee	Minneapolis	MN	<a href="http://www.arcrelief.org">http://www.arcrelief.org</a>	<a href="mailto:Info@archq.org">Info@archq.org</a>	612- 872-7060
Americares	Stamford	CT	<a href="http://www.americares.org">http://www.americares.org</a>		1-800-486-HELP
Ante Up For Africa	Santa Monica	CA	<a href="http://anteupforafrica.org">http://anteupforafrica.org</a>	<a href="mailto:support@anteupforafrica.org">support@anteupforafrica.org</a>	
Appalachian Region Missions	Olive Branch	MS	<a href="http://www.appalachianregionmissions.org">http://www.appalachianregionmissions.org</a>	<a href="mailto:jp@appalachianregionmissions.org">jp@appalachianregionmissions.org</a>	(901) 409-5876876
Bread For the World	Washington	DC	<a href="http://www.bread.org">http://www.bread.org</a>	<a href="mailto:bread@bread.org">bread@bread.org</a>	202-639-9400
Breedlove	Lubbock	TX	<a href="http://www.breedlove.org">http://www.breedlove.org</a>	<a href="http://www.breedlove.org/index.php?option=com_contact&amp;view=">http://www.breedlove.org/index.php?option=com_contact&amp;view=</a>	806-741-0404
CAFOD	London	England	<a href="http://www.cafod.org.uk">http://www.cafod.org.uk</a>	<a href="mailto:cafod@cafod.org.uk">cafod@cafod.org.uk</a>	44-020-7733-7900
CARE	Atlanta	GA	<a href="http://www.care.org">http://www.care.org</a>	<a href="mailto:competitivebids@care.org">competitivebids@care.org</a>	202-595-2800
Catholic Relief Services	Baltimore	MD	<a href="http://www.crs.org">http://www.crs.org</a>	<a href="mailto:info@crs.org">info@crs.org</a>	877-435-7277
Charity Water	New York	NY	<a href="http://www.charitywater.org">http://www.charitywater.org</a>	<a href="mailto:info@charitywater.org">info@charitywater.org</a>	646.688.2323
ChildFund Int'l	Richmond	VA	<a href="http://www.childfund.org">http://www.childfund.org</a>	<a href="mailto:questions@childfund.org">questions@childfund.org</a>	800-776-6767
Christian Foundation for Children and Aging	Kansas City	MO	<a href="http://www.cfcausa.org">http://www.cfcausa.org</a>	<a href="mailto:mail@cfcausa.org">mail@cfcausa.org</a>	800-875-6564

Name	City	State	Website	Email	Phone
Church World Service	New York	NY	<a href="http://www.churchworldservice.org">http://www.churchworldservice.org</a>	<a href="mailto:info@churchworldservice.org">info@churchworldservice.org</a>	212-870-2061
Coalition for the Environment	St. Louis	MO	<a href="https://www.moenviro.org/about/contact-us/">https://www.moenviro.org/about/contact-us/</a>	<a href="mailto:moenviro@moenviro.org">moenviro@moenviro.org</a>	314-727-0600
Compassion International	Colorado Springs	CO	<a href="http://www.compassion.com">http://www.compassion.com</a>	<a href="http://www.forms-compassion.com/questions/">http://www.forms-compassion.com/questions/</a>	800-336-7676
Conrad Hilton Foundation	Reno	NV	<a href="http://www.hiltonfoundation.org">http://www.hiltonfoundation.org</a>	<a href="http://www.hiltonfoundation.org/contact-us">http://www.hiltonfoundation.org/contact-us</a>	775-323-4221
Direct Relief International	Santa Barbara	CA	<a href="http://www.directrelief.org">http://www.directrelief.org</a>	<a href="mailto:kkaufman@directrelief.org">kkaufman@directrelief.org</a>	805-964-4767
Doctors Without Borders	New York	NY	<a href="http://www.doctorswithoutborders.org">http://www.doctorswithoutborders.org</a>	<a href="http://www.doctorswithoutborders.org/contact/?ref=nav-footer">http://www.doctorswithoutborders.org/contact/?ref=nav-footer</a>	212-679-6800
ECHO	Ft. Myers	FL	<a href="http://www.echonet.org">http://www.echonet.org</a>	<a href="mailto:dflood@echonet.org">dflood@echonet.org</a>	239-567-3312
Entertainment Industry Foundation	Los Angeles	CA	<a href="http://eifoundation.org">http://eifoundation.org</a>	<a href="mailto:info@eifoundation.org">info@eifoundation.org</a>	213-240-3900
Episcopal Relief & Development			<a href="http://www.er-d.org">http://www.er-d.org</a>	<a href="mailto:er-d@er-d.org">er-d@er-d.org</a>	855.312.HEAL
FAO	INTEL		<a href="http://www.fao.org">http://www.fao.org</a>	<a href="mailto:World-Food-Situation@fao.org">World-Food-Situation@fao.org</a>	
Feed the Children	Oklahoma City	OK	<a href="http://www.feedthechildren.org">http://www.feedthechildren.org</a>	<a href="mailto:special.projects@feedthechildren.org">special.projects@feedthechildren.org</a>	405-942-0228
Feed the Future	Washington	DC	<a href="http://www.feedthefuture.org">http://www.feedthefuture.org</a>		
Food 4 Africa			<a href="http://www.food4africa.org">http://www.food4africa.org</a>	<a href="mailto:enquiries@food4africa.org">enquiries@food4africa.org</a>	27 (0)34 981 3735
Food For the Hungry	Phoenix	AZ	<a href="http://www.fh.org">http://www.fh.org</a>	<a href="http://www.fh.org/learn/resources/contact">http://www.fh.org/learn/resources/contact</a>	602-258-3750
Food Relief		INDIA	<a href="http://www.foodrelief.org">http://www.foodrelief.org</a>	<a href="http://www.foodrelief.org/contacting-foodrelief.html">http://www.foodrelief.org/contacting-foodrelief.html</a>	
Freedom From Hunger	Davis	CA	<a href="http://www.freedomfromhunger.org">http://www.freedomfromhunger.org</a>	<a href="mailto:info@freedomfromhunger.org">info@freedomfromhunger.org</a>	530-758-6200
Global Angels	Westlake Village	CA	<a href="http://www.globalangels.org">http://www.globalangels.org</a>	<a href="mailto:info@globalangels.org">info@globalangels.org</a>	310-601-7439
Goal USA	New York	NY	<a href="http://www.goalusa.org">http://www.goalusa.org</a>	<a href="mailto:info@goalusa.org">info@goalusa.org</a>	212-831-7420
Gramesen Foundation	Washington	DC	<a href="http://www.gramesenfoundation.org">http://www.gramesenfoundation.org</a>	<a href="http://www.gramesenfoundation.org/contact">http://www.gramesenfoundation.org/contact</a>	202-628-3560
Grey Bird Foundation			<a href="http://www.greybirdfoundation.org">http://www.greybirdfoundation.org</a>	<a href="mailto:info@greybirdfoundation.org">info@greybirdfoundation.org</a>	
G-Unity Foundation	New York	NY	<a href="http://gunityfoundation.org">http://gunityfoundation.org</a>	<a href="mailto:info@gunityfoundation.org">info@gunityfoundation.org</a>	
Health Right International	New York	NY	<a href="http://www.healthright.org">http://www.healthright.org</a>	<a href="mailto:info@healthright.org">info@healthright.org</a>	212-226-9890
Heifer International	Little Rock	AR	<a href="http://www.heifer.org">http://www.heifer.org</a>	<a href="mailto:info@heifer.org">info@heifer.org</a>	800-422-0474
International Medical Corps	Santa Monica	CA	<a href="http://www.internationalmedicalcorps.org">http://www.internationalmedicalcorps.org</a>	<a href="mailto:inquiry@internationalmedicalcorps.org">inquiry@internationalmedicalcorps.org</a>	310-826-7800
International Rescue Committee	New York	NY	<a href="http://www.rescue.org">http://www.rescue.org</a>	<a href="mailto:advocacy@rescue.org">advocacy@rescue.org</a>	212-551-3000
Keep a Child Alive	Brooklyn	NY	<a href="http://keepachildalive.org">http://keepachildalive.org</a>	<a href="mailto:info@keepachildalive.org">info@keepachildalive.org</a>	718-965-1111
Last Chance for Africa	Hollywood	CA	<a href="http://www.lastchanceforafrica.org">http://www.lastchanceforafrica.org</a>	<a href="mailto:info@lastchanceforafrica.org">info@lastchanceforafrica.org</a>	818-762-5968
Lutheran World Relief	Baltimore	MD	<a href="http://www.lwr.org">http://www.lwr.org</a>	<a href="mailto:lwr@lwr.org">lwr@lwr.org</a>	410-230-2800
M. Night Shyamalan Foundation	Berwin	PA	<a href="http://www.mnsfoundation.org">http://www.mnsfoundation.org</a>	<a href="http://www.mnsfoundation.org/contact/">http://www.mnsfoundation.org/contact/</a>	610-251-9200
Maddox Jolie-Pitt Foundation	Los Angeles	CA	<a href="http://mjpasia.org">http://mjpasia.org</a>	<a href="mailto:info@mjpasia.org">info@mjpasia.org</a>	
Malnutrition Matters	Ottawa	ON	<a href="http://www.malnutrition.org">http://www.malnutrition.org</a>	<a href="mailto:matter@malnutrition.org">matter@malnutrition.org</a>	1 613 742-6888
Mary's Meals	Scotland	UK	<a href="http://www.marysmeals.org">http://www.marysmeals.org</a>	<a href="mailto:info@marysmeals.org">info@marysmeals.org</a>	44-01838-200605

Name	City	State	Website	Email
Medical Teams International	Portland	OR	<a href="http://www.medicalteams.org">http://www.medicalteams.org</a>	<a href="mailto:info@medicalteams.org">info@medicalteams.org</a> , <a href="mailto:tnitkin@medicalteams.org">tnitkin@medicalteams.org</a>
Meet the Minimum Needs of All			<a href="http://www.mmna2030.org/">http://www.mmna2030.org/</a>	<a href="mailto:mmna2030@gmail.com">mmna2030@gmail.com</a>
Mennonite Central Committee	Akron	PA	<a href="http://www.mcc.org">http://www.mcc.org</a>	<a href="mailto:mailbox@mcc.org">mailbox@mcc.org</a>
MercyCorps	Portland	OR	<a href="http://mercycorps.org">http://mercycorps.org</a>	<a href="http://www.mercycorps.org/contact.php">http://www.mercycorps.org/contact.php</a>
Newman's Own Foundation	Farmington	CT	<a href="http://www.newmansownfoundation.org">http://www.newmansownfoundation.org</a>	<a href="http://www.newmansownfoundation.org/basics/contactus.php">http://www.newmansownfoundation.org/basics/contactus.php</a>
Operation Grass Roots, Inc.	Louisville	KY	<a href="http://www.manta.com/c/mmfbt1t/operation-grass-roots-inc">http://www.manta.com/c/mmfbt1t/operation-grass-roots-inc</a>	<a href="mailto:racheletenk@hotmail.com">racheletenk@hotmail.com</a>
Operation USA	Los Angeles	CA	<a href="http://www.opusa.org">http://www.opusa.org</a>	<a href="mailto:info@opusa.org">info@opusa.org</a>
Oxfam America	Washington	DC	<a href="http://www.oxfamamerica.org">http://www.oxfamamerica.org</a>	<a href="mailto:campaigns@oxfamamerica.org">campaigns@oxfamamerica.org</a> , <a href="mailto:research@oxfamamerica.org">research@oxfamamerica.org</a>
Partners In Health	Boston	MA	<a href="http://www.pih.org">http://www.pih.org</a>	<a href="mailto:info@pih.org">info@pih.org</a>
Project Concern International	Seattle	WA	<a href="http://www.pciglobal.org">http://www.pciglobal.org</a>	<a href="mailto:bhalvorsen@pciglobal.org">bhalvorsen@pciglobal.org</a>
Red Cross	Washington	DC	<a href="http://redcross.org">http://redcross.org</a>	<a href="http://www.redcross.org/go/contactus/public_form.html">http://www.redcross.org/go/contactus/public_form.html</a>
Resurge International	Mountain View	CA	<a href="http://www.resurge.org">http://www.resurge.org</a>	<a href="mailto:info@resurge.org">info@resurge.org</a>
Rock Can Roll	Jericho	NY	<a href="http://www.rockcanroll.org">http://www.rockcanroll.org</a>	<a href="mailto:aimee@rockCANroll.org">aimee@rockCANroll.org</a>
Rotary International	Evanston	IL	<a href="http://www.rotary.org">http://www.rotary.org</a>	<a href="mailto:contact.center@rotary.org">contact.center@rotary.org</a>
Salvation Army	Alexandria	VA	<a href="http://www.salvationarmyusa.org">http://www.salvationarmyusa.org</a>	<a href="mailto:NHQ_Webmaster@usn.salvationarmy.org">NHQ_Webmaster@usn.salvationarmy.org</a>
Save The Children	Westport	CT	<a href="http://www.savethechildren.org">http://www.savethechildren.org</a>	<a href="mailto:twebster@savethechildren.org">twebster@savethechildren.org</a>
Seva Foundation	Berkley	CA	<a href="http://www.seva.org">http://www.seva.org</a>	<a href="http://www.seva.org/site/Survey?SURVEY_ID=1920&amp;ACTION_R">http://www.seva.org/site/Survey?SURVEY_ID=1920&amp;ACTION_R</a>
Solar Electric Light Fund	Washington	DC	<a href="http://www.self.org">http://www.self.org</a>	<a href="mailto:info@self.org">info@self.org</a>
Sport Relief	Wales	England	<a href="http://www.sportrelief.com">http://www.sportrelief.com</a>	<a href="http://www.sportrelief.com/contact-us">http://www.sportrelief.com/contact-us</a>
Techno Serve	Washington	DC	<a href="http://www.tns.org">http://www.tns.org</a>	<a href="mailto:technoserve@tns.org">technoserve@tns.org</a>
The Benevolent and Protective Order of Elks	Chicago	IL	<a href="http://www.elks.org/who/message.cfm">http://www.elks.org/who/message.cfm</a>	
The Hunger Project	New York	NY	<a href="http://www.thp.org">http://www.thp.org</a>	<a href="http://www.thp.org/who_we_are/contact_us">http://www.thp.org/who_we_are/contact_us</a>
The Lionel Richie Foundation	Tuskegee	AL	<a href="http://www.imdiaspora.org">http://www.imdiaspora.org</a>	<a href="http://www.imdiaspora.org/index.php/contact-us-menu">http://www.imdiaspora.org/index.php/contact-us-menu</a>
Think Global	London	UK	<a href="http://www.think-global.org.uk">http://www.think-global.org.uk</a>	<a href="mailto:info@think-global.org.uk">info@think-global.org.uk</a>
UMCOR	New York	NY	<a href="http://www.umcor.org">http://www.umcor.org</a>	<a href="mailto:umcor@umcor.org">umcor@umcor.org</a>
UNICEF	New York	NY	<a href="http://unicef.org">http://unicef.org</a>	
US Committee for Refugees	Arlington	VA	<a href="http://www.uscride.org">http://www.uscride.org</a>	<a href="mailto:uscrid@uscride.org">uscrid@uscride.org</a>
WhyHunger	New York	NY	<a href="http://www.whyhunger.org">http://www.whyhunger.org</a>	<a href="http://www.whyhunger.org/contact">http://www.whyhunger.org/contact</a>
WISHH	St. Louis	MO	<a href="http://www.wishh.org">http://www.wishh.org</a>	<a href="mailto:wishh@soy.org">wishh@soy.org</a>
World Concern	Seattle	WA	<a href="http://www.crista.org">http://www.crista.org</a>	<a href="mailto:info@crista.net">info@crista.net</a> , <a href="mailto:info@crista.org">info@crista.org</a>
World Food Programme	Washington	DC	<a href="http://www.wfp.org/english/">http://www.wfp.org/english/</a>	<a href="http://www.wfp.org/contact">http://www.wfp.org/contact</a>
World Hunger Relief			<a href="http://www.fromhungertofohope.com">http://www.fromhungertofohope.com</a>	<a href="mailto:HungerRelief@yum.com">HungerRelief@yum.com</a>
World Vision	Federal Way	WA	<a href="http://www.worldvision.org">http://www.worldvision.org</a>	<a href="mailto:info@worldvision.org">info@worldvision.org</a>
Yele Haiti	New York	NY	<a href="http://yele.org">http://yele.org</a>	
YMCA	Chicago	IL	<a href="http://www.ymca.net">http://www.ymca.net</a>	<a href="mailto:fulfillment@ymca.net">fulfillment@ymca.net</a>
Food for the Poor	Coconut Creek	FL	<a href="http://www.foodforthe poor.org">http://www.foodforthe poor.org</a>	<a href="mailto:events@foodforthe poor.com">events@foodforthe poor.com</a>
The Food Chain	London		<a href="http://www.foodchain.org.uk">http://www.foodchain.org.uk</a>	<a href="mailto:nigel.burch@foodchain.org.uk">nigel.burch@foodchain.org.uk</a>
Food for All	Alexandria	VA	<a href="http://www.foodforall.org">http://www.foodforall.org</a>	<a href="mailto:admin@foodforall.org">admin@foodforall.org</a>

## Attachment 12

(List of the NGOs responded)

A	B	C	D	E	F
Name	City	State	Website	Email	Phone
All the Children Are Children	Cape Coral	FL	<a href="http://www.atcac.net">http://www.atcac.net</a>	<a href="mailto:kidsvoice@netzero.net">kidsvoice@netzero.net</a>	239-878-2104
American Friends Service Committee	Philadelphia	PA	<a href="http://www.afsc.org">http://www.afsc.org</a>	<a href="http://afsc.org/contact/AFSC">http://afsc.org/contact/AFSC</a>	
Breedlove	Lubbock	TX	<a href="http://www.breedlove.org">http://www.breedlove.org</a>	<a href="http://www.breedlove.org/index.php?option=com_contact&amp;view=contact">http://www.breedlove.org/index.php?option=com_contact&amp;view=contact</a>	806-741-0404
CARE	Atlanta	GA	<a href="http://www.care.org">http://www.care.org</a>	<a href="mailto:competitivebids@care.org">competitivebids@care.org</a>	202-595-2800
ChildFund Int'l	Richmond	VA	<a href="http://www.childfund.org">http://www.childfund.org</a>	<a href="mailto:questions@childfund.org">questions@childfund.org</a>	800-776-6767
Christian Foundation for Children and Aging	Kansas City	MO	<a href="http://www.cfcausa.org">http://www.cfcausa.org</a>	<a href="mailto:mail@cfcausa.org">mail@cfcausa.org</a>	800-875-6564
Compassion International	Colorado Springs	CO	<a href="http://www.compassion.com">http://www.compassion.com</a>	<a href="http://www.forms-compassion.com/questions/">http://www.forms-compassion.com/questions/</a>	800-336-7676
Direct Relief International	Santa Barbara	CA	<a href="http://www.directrelief.org">http://www.directrelief.org</a>	<a href="mailto:lkkaufman@directrelief.org">lkkaufman@directrelief.org</a>	805-964-4767
FAO	INTL		<a href="http://www.fao.org">http://www.fao.org</a>	<a href="http://www.fao.org/World-Food-Situation">World-Food-Situation@fao.org</a>	
Feed the Children	Oklahoma City	OK	<a href="http://www.feedthechildren.org">http://www.feedthechildren.org</a>	<a href="mailto:special.projects@feedthechildren.org">special.projects@feedthechildren.org</a>	405-942-0228
Feed the Future	Washington	DC	<a href="http://www.feedthefuture.org">http://www.feedthefuture.org</a>	<a href="http://www.feedthefuture.gov/contact-us">http://www.feedthefuture.gov/contact-us</a>	
Freedom From Hunger	Davis	CA	<a href="http://www.freedomfromhunger.org">http://www.freedomfromhunger.org</a>	<a href="mailto:info@freedomfromhunger.org">info@freedomfromhunger.org</a>	530-758-6200
Food For the Hungry	Phoenix	AZ	<a href="http://www.fh.org">http://www.fh.org</a>	<a href="http://www.fh.org/learn/resources/contact">http://www.fh.org/learn/resources/contact</a>	602-258-3750
Food Relief	INDIA		<a href="http://www.foodrelief.org">http://www.foodrelief.org</a>	<a href="http://www.foodrelief.org/contacting-foodrelieforg.html">http://www.foodrelief.org/contacting-foodrelieforg.html</a>	
Keep a Child Alive	Brooklyn	NY	<a href="http://plenty.org">http://plenty.org</a>	<a href="mailto:info@keepachildalive.org">info@keepachildalive.org</a>	718-965-1111
Plenty International	Summertown	TN	<a href="http://keepachildalive.org">http://keepachildalive.org</a>	<a href="mailto:plenty@plenty.org">plenty@plenty.org</a>	
Malnutrition Matters	Ottawa	ON	<a href="http://www.malnutrition.org">http://www.malnutrition.org</a>	<a href="mailto:matter@malnutrition.org">matter@malnutrition.org</a>	1 613 742-6888
Operation Grass Roots, Inc.	Louisville	KY	<a href="http://www.manta.com/c/mmfblt/operation-grass-roots-inc">http://www.manta.com/c/mmfblt/operation-grass-roots-inc</a>	<a href="mailto:racheletenk@hotmail.com">racheletenk@hotmail.com</a>	
Oxfam America	Washington	DC	<a href="http://www.oxfamamerica.org">http://www.oxfamamerica.org</a>	<a href="mailto:campaigns@oxfamamerica.org">campaigns@oxfamamerica.org</a> , <a href="mailto:research@oxfamamerica.org">research@oxfamamerica.org</a>	800-776-9326
Food for the Poor	Coconut Creek	FL	<a href="http://www.foodforthe poor.org">http://www.foodforthe poor.org</a>	<a href="mailto:events@foodforthe poor.com">events@foodforthe poor.com</a>	(954) 427-2222
Partners In Health	Boston	MA	<a href="http://www.pih.org">http://www.pih.org</a>	<a href="mailto:info@pih.org">info@pih.org</a>	617-998-8922
Save The Children	Westport	CT	<a href="http://www.savethechildren.org">http://www.savethechildren.org</a>	<a href="mailto:twabster@savethechildren.org">twabster@savethechildren.org</a>	203-221-4030
WhyHunger	New York	NY	<a href="http://www.whyhunger.org">http://www.whyhunger.org</a>	<a href="http://www.whyhunger.org/contact">http://www.whyhunger.org/contact</a>	1-800-548-6479
The Food Chain	London		<a href="http://www.foodchain.org.uk">http://www.foodchain.org.uk</a>	<a href="mailto:nigel.burch@foodchain.org.uk">nigel.burch@foodchain.org.uk</a>	44 (0)20 7843 1800
Food for All	Alexandria	VA	<a href="http://www.foodforall.org">http://www.foodforall.org</a>	<a href="mailto:admin@foodforall.org">admin@foodforall.org</a>	571.970.2947
WISHH	St. Louis	MO	<a href="http://www.wishh.org">http://www.wishh.org</a>	<a href="mailto:wishh@soy.org">wishh@soy.org</a>	314-576-1770
World Concern	Seattle	WA	<a href="http://www.crista.org">http://www.crista.org</a>	<a href="mailto:info@crista.net">info@crista.net</a> , <a href="mailto:info@crista.org">info@crista.org</a>	206-546-7200
World Food Programme	Washington	DC	<a href="http://www.wfp.org/english/">http://www.wfp.org/english/</a>	<a href="http://www.wfp.org/contact">http://www.wfp.org/contact</a>	
World Hunger Relief			<a href="http://www.fromhungertohope.com">http://www.fromhungertohope.com</a>	<a href="mailto:HungerRelief@yum.com">HungerRelief@yum.com</a>	
The Hunger Project	New York	NY	<a href="http://www.thp.org">http://www.thp.org</a>	<a href="http://www.thp.org/who_we_are/contact_us">http://www.thp.org/who_we_are/contact_us</a>	212.251.9100
Adra		NICARAGUA	<a href="http://adra.org.ni">http://adra.org.ni</a>	<a href="mailto:epaucar@adra.org.ni">epaucar@adra.org.ni</a>	

## Attachment 13

(Sample of working process)

For Country	Workplace	Inquiry	Contact Name	Title	Email	Start Date	End Date	Status
Guatemala	Catholic Relief Services(CRS)	Q2+	Melissa D. Ho	Specialist in Agricultural Policy	<a href="mailto:mho@crs.loc.gov">mho@crs.loc.gov</a>	9/17/2012	9/27/2012	inquired
Guatemala	World Food Program	Q2+	Sheryl Schneider		<a href="mailto:Sheryl.Schneider@wfp.org">Sheryl.Schneider@wfp.org</a>	9/17/2012	9/29/2012	inquired
Guatemala	Plenty's Program	Q2			<a href="mailto:plenty@plenty.org">plenty@plenty.org</a>	9/17/2012	9/28/2012	inquired
Haiti	ACCION MEDICA CRISTIANA	Q2	Francisco Gutiérrez	Director	<a href="mailto:fgutierrez@amc.org.ni">fgutierrez@amc.org.ni</a>	9/17/2012	9/29/2012	inquired
Nicaragua	ACCION MEDICA CRISTIANA (AMC)		Grisela Torres	Assistant	<a href="mailto:gtorres@amc.org.ni">gtorres@amc.org.ni</a>	9/17/2012	9/29/2012	inquired
Honduras	ADRA	Q2++			<a href="mailto:irodriguez@adra.org">irodriguez@adra.org</a>	9/17/2012	10/14/2012	follow-up OK
Haiti	ADRA	Q2++			<a href="mailto:epaucar@adra.org.ni">epaucar@adra.org.ni</a>	9/17/2012	10/14/2012	follow-up OK
Honduras	FADCANIC	Q2	Ray Hooker	Director	<a href="mailto:fadcanic@cable.net.cc">fadcanic@cable.net.cc</a>	9/17/2012	9/24/2012	inquired
Guatemala	FADCANIC	Q2	Hazel Wilson	Director of Education	<a href="mailto:sthienhaus@fadcanic.org">sthienhaus@fadcanic.org</a>	9/17/2012	9/24/2012	inquired
Honduras	FADCANIC	Q2	Grace Gordon	Youth at Risk	<a href="mailto:wabul2002@yahoo.co">wabul2002@yahoo.co</a>	9/17/2012	9/24/2012	inquired
Nicaragua	FAO Representation in Nicaragua	Q2	Gero Vaagt	Country Director	<a href="mailto:FAO-NI@fao.org">FAO-NI@fao.org</a>	9/17/2012	9/26/2012	inquired
Nicaragua	FAO Representation in Nicaragua	Q2	Luis Mejia	Dir. Prog. Seg. Alimentaria	<a href="mailto:luis.mejia@fao.org">luis.mejia@fao.org</a>	9/17/2012	9/27/2012	inquired
Guatemala	FENUVI	Q2	Calmore Tatham W.	President	<a href="mailto:fenuvi.nic@gmail.com">fenuvi.nic@gmail.com</a>	9/17/2012	10/19/2012	inquired
Haiti	FOOD FOR THE HUNGRY	Q2+	Ervin Leiva	Director	<a href="mailto:eleiva@fh.org">eleiva@fh.org</a>	9/17/2012	10/18/2012	follow-up OK
Haiti	SAVE THE CHILDREN US (SCF)	Q2	Peter LaRaus	Deputy Director	<a href="mailto:plaraus@savechildren.org">plaraus@savechildren.org</a>	9/17/2012		inquired
Haiti	SAVE THE CHILDREN US (SCF)	Q2	Ana Clemencia Uriarte	Assistant	<a href="mailto:scn@savechildren.org">scn@savechildren.org</a>	9/17/2012		inquired

Q2: Attachment 4

## Attachment 14 (Sample of working process)

Country	Workplace	Inquiry	Contact Name	Title	Email	Start Date	Status
Costa Rica	USDA/FAS American Embassy Nicaragua	Q1	Eunice G. Ortega	Agricultural Assistant	<a href="mailto:Eunice.Ortega@fas.usda.gov">Eunice.Ortega@fas.usda.gov</a>	8/17/2012	reply received
Costa Rica	USDA/Foreign Agr. Service U.S. Embassy - San José	Q1	Illeana Ramirez	Agr. Marketing Specialist	<a href="mailto:illeana.ramirez@fas.usda.gov">illeana.ramirez@fas.usda.gov</a>	8/17/2012	reply received
Belize	USDA/FAS U.S. Embassy, Guatemala	Q1	Karla Tay	Ag Specialist	<a href="mailto:Karla.Tay@fas.usda.gov">Karla.Tay@fas.usda.gov</a>	8/17/2012	reply received
Haiti	USDA/FAS American Embassy Santo Domingo, Dom Rep	Q1	Margaret Bauer	Attaché	<a href="mailto:margaret.bauer@fas.usda.gov">margaret.bauer@fas.usda.gov</a>	8/18/2012	ok
Dominican Republic	USDA/FAS American Embassy Santo Domingo, Dom Rep	Q1	Margaret Bauer	Attaché	<a href="mailto:margaret.bauer@fas.usda.gov">margaret.bauer@fas.usda.gov</a>	8/18/2012	ok
Jamaica	USDA/FAS American Embassy Santo Domingo, Dom Rep	Q1	Margaret Bauer	Attaché	<a href="mailto:margaret.bauer@fas.usda.gov">margaret.bauer@fas.usda.gov</a>	8/18/2012	ok
Guatemala	USAID/Guatemala	Q1	Pedro J. Carrillo	Food for Peace Officer & Mission Disaster Relief Officer	<a href="mailto:pcarrillo@usaid.gov">pcarrillo@usaid.gov</a>	8/17/2012	reply received
Guatemala	USAID/Guatemala & Honduras	Q1	Julia Maria Asturias	Food Security Program Officer	<a href="mailto:JAsturias@usaid.gov">JAsturias@usaid.gov</a>	8/17/2012	no response
Honduras	USAID/Guatemala & Honduras	Q1	Julia Maria Asturias	Food Security Program Officer	<a href="mailto:JAsturias@usaid.gov">JAsturias@usaid.gov</a>	8/17/2012	no response
Honduras	USDA/FAS, U.S Embassy Honduras	Q1	Ana Gomez	Ag Specialist	<a href="mailto:Ana.Gomez@fas.usda.gov">Ana.Gomez@fas.usda.gov</a>	8/17/2012	ok

Q1: Attachment 1

## Attachment 15

(Ag officers for export facilitation)

### **FOOD ASSISTANCE DIVISION, OCBD, FAS, USDA**

October 20, 2011

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**Mailing Address:** 1400 Independence Avenue, SW, Stop 1034, Washington, DC 20250-1034

**Physical Location:** 1400 Independence Avenue, SW, Room 4159, Washington, DC 20250-1034

#### **DIRECTOR'S OFFICE**

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Alessandra McCormack, Ag Economist	410-519-0845	alessandra.mccormack@fas.usda.gov
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Mary Allen, Program Analyst	720-5453	mary.allen@fas.usda.gov
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#### **TRANSPORTATION & LOGISTICS BRANCH**

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Karen Hoag, Program Specialist	720-9421	karen.hoag@fas.usda.gov
Pamela White, Traffic Management Specialist	720-3539	pamela.white@fas.usda.gov

## Attachment 16

(Suppliers of soy- related drink powder on the market)

They can be potential competitors of the company. All the information was retrieved from multiple databases and sources. The principal sources are the trade directories both electronic (Alibaba, EC21, and B2B) and non-electronic. Some information was sent by Ag officers. The competitors with proximity to the target market were displayed in the industry analysis. There are many more of them which cannot be fully included.

drink powder	brand name	manufacturer	markets	flavors	ingredients	packaging	packing size	pricing	where made	reference
<b>Graviola Sweetened Drink mix Powder</b>	Soursop Fruit	Many Health Benefits, Co	Central america and Africa		fresh Corosol or Soursop, Gruanabana product grown from the Caribbean forest, Carbonated, Dietary Fibre, Proteins	Plastic Container, Vacuum Pack		\$15-20 per bag	Caribbean forest	<a href="http://www.alibabaindustry.com/117716572-sweetened-Drink-mix-powder.html">http://www.alibabaindustry.com/117716572-sweetened-Drink-mix-powder.html</a>
<b>Goldluck - complete nutritional energy powder mix, nutrition, energy drink, milk powder, soy powder</b>	Goldluck	Arivita Products USA, LLC	Americas	Chocolate, Strawberry, Vanilla	Total Fat (Daily Value)14%, Protein 18% Goldluck milk powder: 250 calories, 24 vitamins minerals, 9 gram protein and Omega 3	Can (Tinned)Packaging in pallet. 6 cans per case / 96 cases per pallet and 1920 cases per 20' container.	14.1 oz can		Made in the USA FOB Las Vegas Nevada United States	<a href="http://www.goldluckus.com/121772471-complete-nutrition-powder-mix.html">www.goldluckus.com/121772471-complete-nutrition-powder-mix.html</a>
<b>KiwiGen Drink mix</b>	KiwiGen	Trading Food Solution, USA	South America	strawberry, chocolate, vanilla, Macandina, and more	Quinoa, Amaranth, Kiwicha, and Macandina (native rootof Peruvian the Andes ) with high nutritional value and power	20 Pack/Packs boxes		US \$ 260 - 2,600	Peru	<a href="http://www.alibabaindustry.com/103576537-rink-mix.html">http://www.alibabaindustry.com/103576537-rink-mix.html</a>
<b>Sweet Vanilla Bean RTD Meal Replacement (not a powder)</b>	Orgain	USA, CA	Worldwide	Vanilla, Chocolate and cafe mocha	Daily Value: Fat 11%, Protein 35% Whey protein concentrate	box		\$3.22	CA, USA	<a href="http://www.drinkm.com/">http://www.drinkm.com/</a>
drink powder	brand name	manufacturer	markets	flavors	ingredients	packaging	packing size	pricing	where made	reference
<b>shake mix meal replacement</b>	walker diet		Worldwide	vanilla, strawberry, banana cream	Daily Value: Fat 9%, Protein 48%, Protein Blend of (Whey Protein Concentrate, Milk Protein Isolate, Calcium Caseinate, Egg Whites and Sodium Caseinate), High Oleic Sunflower Oil, Inulin, Lecithin, Natural and Artificial Flavor, Oat Fiber, Vitamin and Mineral Blend of (TriCalcium Phosphate, Potassium Chloride, Magnesium Oxide, Calcium Ascorbate, Vitamin E Succinate, Opti™ Zinc Methionine, Calcium Pantothenate, Sodium Molybdate, Niacinamide, Selenomethionine, Copper Gluconate, Pyridoxine HCl, Manganese Sulfate, Thiamine HCl, Riboflavin, Vitamin D3, Chromium Polynicotinate, Vitamin K1, Potassium Iodide, Vitamin B12 and Folic Acid), Xanthan Gum, Glutamine Peptide, Soy Fiber, Guar Gum, Carrot Fiber, Mono & DiGlycerides, Choline Bitartrate, DiPotassium Phosphate, Citrus Pectin	canister	18.25 oz	\$20.99 for 36.5 oz		<a href="http://www.vitality-diet-meal-replacement-chocolate.html">http://www.vitality-diet-meal-replacement-chocolate.html</a>
<b>XOCAI Meal Replacement</b>	Xocai	D&W Global Enterprise, USA	Europe, America and Africa	Chocolate	Daily Value: Fat 4%, Protein 41% Contains: Whey Protein Isolate with soy lecithin, Fiber Blend.....	Foil package wrapped			Denmark	<a href="http://www.goatenbg.com/Xc-Meal-Shake.html">http://www.goatenbg.com/Xc-Meal-Shake.html</a>
<b>Natural Soya Drink</b>	Bingquan soy	bingquan	southeast Asia, Hong Kong, M		soybean, maltose, fructooligosaccharide,		250g pack (10 sachets)		Wuzhou Guangxi China Loughborough, London	<a href="http://www.bingquan.com/natural-soy-powder.html">http://www.bingquan.com/natural-soy-powder.html</a>
drink powder	brand name	manufacturer	markets	flavors	ingredients	packaging	packing size	pricing	where made	reference
<b>EcoMIL Instant Soya Drink Powder Milk Powders</b>	EcoMIL Inst	EcoMIL	Australia, Mexi	Almond, Chestnut	Soya* 44%, corn maltodextrin*, corn syrup*, fructose* 3%, calcareous marine algae: Lithothamnium calcareum 1%, natural vanilla flavouring*.	can & bag		£2.38 per 100g	LIBRILLA MURCIA, Spain	<a href="http://www.mutal.com/dex.htm">http://www.mutal.com/dex.htm</a>
<b>SUPER FOODS, Inc Organic Soya Drink</b>	Allegro Soy	Allegro	Worldwide			bag & box			Chandigarh, India	<a href="http://www.allegro.com/">http://www.allegro.com/</a>
<b>Soy milk</b>	Mellea		China, Taiwan, Malaysia, Singapore, Indonesia, Philippines, Hong Kong, Australia						Heilong Jiang, China	<a href="http://www.mellea.com/">Mellea International</a>
<b>Soy Milk</b>	Indian Broiler Group		UK, Bangladesh, South Africa, India						Rajnandgaon, India	<a href="http://20022.in.gov/">http://20022.in.gov/</a>
<b>Plumpy Nut</b>	Plumpy	Nutriset			dehulled soybeans, no lactose & cholesterol	France			Bardhaman, India	<a href="http://www.mutal.com/">http://www.mutal.com/</a>
<b>Biogreen oatmilk powder</b>	Biogreen Organic Soya	FMC GREENLAND SDN.BHD	Asia and Europe		100% Certified Organic Soyabeans, Oligosaccharide, Sucrose, Non-GMO Oat. Nutritious info omega-3 & 6	can			SELANGOR, Malaysia	<a href="http://www.biogreen.com/">WWW.GREEN</a>
<b>Soy Lecithin Powder</b>		Eastar Holding Group Co., Ltd.	Asia, Africa and Europe		Soy lecithin, Soy Proteins, Soy Isoflavones				Shanghai, China	<a href="http://www.chinaeastar.com/">www.chinaeastar.com</a>
<b>Deoiled Soya Lecithin Powder</b>		Lecico - the Lecithin Experts	Europe and Africa		Soya Phospholipids, Hydrogenated Phospholipids Lecithin	20 kg boxes with polyethyleninnerliner			Hamburg, Germany	<a href="http://www.Lecico.de/">www.Lecico.de</a>
<b>Soya Milk Powder</b>		Soiivit, S. L.	Europe and Africa		100% soya and no other ingredient and the	boxes of 500 gms		FOB Valencia	Castellon, Spain	<a href="http://www.agroitem.com/">www.agroitem.com</a>



## Attachment 17

(U.S. manufacturer with the ability to produce JuicySoy)

An extra assignment was also proceeded to ascertain some prospective manufacturers in case the demand soars. This isn't featured in the writing of the dissertation. However, it's good to include for the clear picture of the business that BNR Global is pursuing.

drink powder	manufacturer	ingredients	flavors	packaging	pricing	where made	Markets	reference	notes
<b>BOOST® High Protein Powder Drink Mix</b>	Nestle Health Care Nutrition, USA	contains <b>nonfat milk: Fat 0%, Protein 12%</b>	rich chocolate	6 - 17 oz cans.	\$82	Switzerland		<a href="http://www.boost.com/nutritional-drinks/boost-high-protein/boost-high-protein-mix">http://www.boost.com/nutritional-drinks/boost-high-protein/boost-high-protein-mix</a>	
<b>Tera's Whey: rBGH Organic</b>	540 West Washington Madison, Wisconsin 53703	<b>dairy based:</b> 20 grams of protein per serving; cow milk sources, paired with premium organic ingredients including high antioxidant super fruits and low glycemic organic stevia	Bourbon Vanilla, Blueberry, Dark Chocolate, Pomegranate Cranberry, Plain	12 oz canisters, 1 oz package (3\$) - single serving pouches	6+ \$25.20	USA		<a href="http://www.teraswhey.com/">http://www.teraswhey.com/</a>	organic whey: off conventional prod are concerned abo their environment
<b>Tera's Whey: rBGH free</b>	540 West Washington Madison, Wisconsin 53703	<b>dairy based:</b> real yumberrries, 22 grams of protein per serving; 5 grams of carbohydrates from fruit and low glycemic stevia, cow milk sources, paired with premium ingredients including high antioxidant super fruits and low glycemic	Bourbon Vanilla, Acai Berry, Dark Chocolate, Wolf Berry, Yumberry	12 oz canisters	6+\$18	USA		<a href="http://www.teraswhey.com/">http://www.teraswhey.com/</a>	rBGH-free (hormo provides a source free protein conce
<b>Tera's Whey: Goat</b>	540 West Washington Madison, Wisconsin 53703	<b>dairy based:</b> calcium, phosphate, and vitamin A and B	Pomegranate Cranberry	12 oz canisters	6+\$18	USA		<a href="http://www.teraswhey.com/">http://www.teraswhey.com/</a>	goat whey: contain level of protein as proteins and is a v for people who ca
<b>The Organic Whey</b>	The Organic Whey LLC., PO Box 8353, Fountain Valley, CA 92728	organic whey protein concentrate 80%; <b>Fat 9 per gram, Protein 4 per gram</b>	Plain	12 oz pouch ; 1.5 lbs	\$39.99; \$64.99	USA		<a href="http://theorganicwhey.com/">http://theorganicwhey.com/</a>	
<b>Ensure Nutrition Drink Powder</b>	Abbott, Muadomy, WORLD TRADE WHOLESALE	Corn Syrup, Corn Maltodextrin, Sugar (Sucrose), Corn Oil, Sodium & Calcium Caseinates, Soy Protein Isolate, Artificial Flavor, Potassium Citrate, Magnesium Chloride, Calcium Phosphate, Sodium Citrate, Potassium Chloride, Soy Lecithin, Ascorbic Acid, Choline Chloride, Zinc Sulfate, dl-Alpha-Tocopheryl Acetate, Niacinamide, Ferrous Sulfate, Calcium Pantothenate, Manganese Sulfate, Cupric Sulfate, Thiamine Chloride Hydrochloride, Pyridoxine Hydrochloride, Riboflavin, Vitamin A Palmitate, Folic Acid, Biotin,	Vanilla	14-oz (397-g) Can / Case of 6	\$10 per canister	USA		<a href="http://abbottnutrition.com/products/ensure-powder">http://abbottnutrition.com/products/ensure-powder</a>	



## Attachment 18

(raw data of children aged <5 years being stunted)

A	B	C	D	E	F	G	H	I	J
<a href="#">Available on: WorldBank, WHO and other sources</a>				Children aged <5 years stunted (%)					
Location	Time Period	Data Source	Male		Female		Both sexes		
Afghanistan	2004	<a href="#">Data Source</a>	60.0		58.5		59.3		
	1997	<a href="#">Data Source</a>					53.2		
Albania	2009	<a href="#">Data Source</a>	22.8		23.4		23.1		
	2005	<a href="#">Data Source</a>	29.6		23.8		27.0		
	2000	<a href="#">Data Source</a>	40.4		38.1		39.2		
	1998	<a href="#">Data Source</a>					20.4		
Algeria	2005	<a href="#">Data Source</a>	16.7		15.0		15.9		
	2002	<a href="#">Data Source</a>	25.1		21.5		23.3		
	2000	<a href="#">Data Source</a>	24.9		22.2		23.6		
	1995	<a href="#">Data Source</a>	22.9		22.0		22.5		
	1992	<a href="#">Data Source</a>	23.1		22.7		22.9		
Angola	1987	<a href="#">Data Source</a>					16.9		
	2007	<a href="#">Data Source</a>	32.4		26.1		29.2		
	1996	<a href="#">Data Source</a>	63.4		60.0		61.7		
Argentina	2005	<a href="#">Data Source</a>	8.2		8.1		8.2		
	1996	<a href="#">Data Source</a>					16.9		
	1994	<a href="#">Data Source</a>					7.1		
Armenia	2010	<a href="#">Data Source</a>	21.7		19.9		20.8		
	2005	<a href="#">Data Source</a>	18.8		17.4		18.2		
	2001	<a href="#">Data Source</a>	18.2		17.0		17.7		
	1998	<a href="#">Data Source</a>	14.5		15.9		15.1		
Australia	1996	<a href="#">Data Source</a>					0.0		
Azerbaijan	2006	<a href="#">Data Source</a>	28.5		24.9		26.8		
	2001	<a href="#">Data Source</a>					18.0		
	2000	<a href="#">Data Source</a>	24.4		23.8		24.1		
	1996	<a href="#">Data Source</a>					28.0		
Bahrain	1995	<a href="#">Data Source</a>					13.6		
	1989	<a href="#">Data Source</a>					13.9		
Bangladesh	2007	<a href="#">Data Source</a>	43.8		42.6		43.2		
	2006	<a href="#">Data Source</a>	47.4		46.6		47.0		
	2005	<a href="#">Data Source</a>	48.3		47.2		47.8		
	2004	<a href="#">Data Source</a>	51.3		49.6		50.5		
	<a href="#">Data Source</a>	49.5		48.0		48.7			
	2003	<a href="#">Data Source</a>	50.2		49.5		49.8		
	2002	<a href="#">Data Source</a>	54.9		52.1		53.5		
	2001	<a href="#">Data Source</a>	56.1		54.5		55.4		